

# The NOLA FOR LIFE PLAYbook: Promoting Life for All Youth

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A Strategic Plan to Prevent Youth Violence in New Orleans



Supported by the National Forum on Youth Violence Prevention

MITCHELL J. LANDRIEU, MAYOR  
CITY OF NEW ORLEANS

September 19, 2013

Dear Friends:

Fighting violent crime and reducing murder is my number one priority. For the last three and half years we have made promising progress through our comprehensive murder reduction strategy, NOLA FOR LIFE.

Prevention and helping our young people succeed is a cornerstone of our efforts. That's why we support innovative reforms in the schools, doubled both funding for recreation and the number of summer jobs the city offers to young people, and started partnerships with local businesses and universities to create new job training and placement services.

Still, too many of our young people are victims of violence in their neighborhoods, at school, and even in their homes. To tackle this problem we need everyone to get involved- parents and teachers, pastors and coaches, friends and neighbors.

So in partnership with the National Forum on Youth Violence Prevention and dozens of local stakeholders and community partners we have developed the NOLA FOR LIFE PLAYbook: Promoting Life for All Youth, which is an unprecedented common agenda and road map for how New Orleans can keep our kids safe. The strategies and recommendations of this plan combine national best practices with local solutions and integrate the work of City government and community partners. Above all, the PLAYbook hits the streets and will make a real difference.

But to make it happen we need help, we need everyone involved. I hope you will read this report and find ways to stand for our youth. After all, we may not all be at fault, but we are all responsible for finding a way to stop the violence.

Sincerely,



Mitchell J. Landrieu  
Mayor, City of New Orleans



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## LIST OF ABBREVIATIONS USED

ACE	Adverse childhood experience
APEX	Always Pursuing Excellence
ATF	Bureau of Alcohol, Tobacco, Firearms, and Explosives
BBZ	Best Baby Zone
BRFSS	Behavioral Risk Factor Surveillance System
CCYS	Caring Communities Youth Survey
COPD	Chronic obstructive pulmonary disorder
CSoC	Coordinated System of Care
CYPB	Children and Youth Planning Board
DDACTS	Data-Driven Approaches to Crime and Traffic Safety
DDVCTS	Data-Driven Violent Crime Trends
DEA	Drug Enforcement Agency
FBI	Federal Bureau of Investigations
GVRs	Group Violence Reduction Strategy
IHD	Ischemic heart disease
ILH	Interim LSU Hospital
JDAI	Juvenile Detention Alternatives Initiative (JDAI)
KIPP	Knowledge is Power Program
LA	Louisiana
LPHI	Louisiana Public Health Institute
MHSD	Metropolitan Human Services District
NOFJC	New Orleans Family Justice Center
NOHD	New Orleans Health Department
NOPD	New Orleans Police Department
NORDC	New Orleans Recreation Department Commission
OBH	Office of Behavioral Health
OPJC	Orleans Parish Juvenile Court
OPSB	Orleans Parish School Board
OWD	Office of Workforce Development
PBIS	Positive behavior interventions and supports
PRC	Prevention Research Center
PTSD	Post-traumatic stress disorder
PYD	Partnership for Youth Development
RESET	Rapid Engagement of Services in the Event of Trauma
RSD	Recovery School District
SRO	School resource officer
STRYVE	Striving to Reduce Youth Violence Everywhere
SUNO	Southern University at New Orleans
TRP	Truant Recovery Program
UNITY	Urban Networks to Increase Thriving Youth
UNO	University of New Orleans
WIC	Special Supplemental Nutrition Program for Women, Infants, and Children
YMCA	Young Men's Christian Association

## **NATIONAL FORUM ON YOUTH VIOLENCE PREVENTION**

The National Forum on Youth Violence Prevention is a network of communities and federal agencies that work together, share information, and build local capacity to prevent and reduce youth violence. Established at the direction of President Obama in 2010, the Forum brings together people from diverse professions and perspectives to learn from each other about the crisis of youth and gang violence in the U.S. and to build comprehensive solutions on the local and national levels.

Participating federal agencies include the Departments of Justice, Education, Health and Human Services, Housing and Urban Development, Labor, and the Office on National Drug Control Policy. In addition to New Orleans, the communities participating in the Forum include Boston, Camden, Chicago, Detroit, Memphis, Minneapolis, Philadelphia, Salinas, and San Jose.

Other participants include faith and community-based organizations, youth and family groups, and business and philanthropic leaders.

### **The Forum operates on three key principles:**

- 1) **Multidisciplinary partnerships are key** to tackling this complex issue – police, educators, public health and other service providers, faith and community leaders, parents, and youth must all be at the table.
- 2) **Communities must balance and coordinate** their prevention, intervention, enforcement, and reentry strategies.
- 3) **Data and evidence-driven strategies must inform efforts** to reduce youth violence in our country.

These three principles are critical to directing and leveraging limited resources in order to make a long standing impact.

### **The Forum has three goals:**

- 1) **Elevate** youth and gang violence as an issue of national significance.
- 2) **Enhance** the capacity of participating localities, as well as others across the country, to more effectively prevent youth and gang violence.
- 3) **Sustain** progress and systems change through engagement, alignment, and assessment.

## EXECUTIVE SUMMARY

Supported by the National Forum on Youth Violence Prevention, the *NOLA FOR LIFE PLAYbook: Promoting Life for all Youth* is a strategic plan for action to prevent youth violence. Nested within the existing framework of NOLA FOR LIFE, Mayor Mitch Landrieu's comprehensive murder reduction strategy, the *PLAYbook's* aim is to improve youth safety by addressing risk and protective factors for youth violence.

### *The Problem*

Youth violence is serious problem in New Orleans. In 2012, there were 193 murders, a rate more than ten times the national average. More than one-third of these murder victims were under the age of 25, including 17 victims who were under the age of 18.

### *The Solution*

Addressing this issue requires a coordinated response that draws on the strengths of partners citywide. No one agency alone can solve this problem; when we unite our efforts, we amplify our impact. Therefore, the *PLAYbook* takes a collective impact approach to addressing youth violence. In addition, the *PLAYbook* emphasizes the tools of public health: a focus on prevention, data-driven strategies, collaboration, and a population-level scale for action.

The *PLAYbook* is the result of a strategic planning process led by the New Orleans Health Department together with a planning team of City and community representatives. To support the development of the plan, the planning team received extensive input from partners across the community. The *PLAYbook* presents a series of goals, objectives, and strategies that were considered to be the most important actions to prevent youth violence in New Orleans.

### *The PLAYbook*

Vision: By 2020, 95% of youth will feel safe in their school and neighborhood.

The *PLAYbook* helps advance New Orleans toward that vision in three key ways: 1) Designating a structure for youth violence prevention; 2) Coordinating and integrating youth violence prevention activities toward shared priorities; and 3) Establishing benchmarks and fostering accountability.

The goals, strategies, and objectives of the *PLAYbook* are organized into three main areas that correspond to prevention before violence, in the midst of violence, and after violence has already occurred:

UP FRONT: *Prevention* - Strategies everyone needs to be safe and thrive.

- Goal: Stop violence from happening before it occurs.

IN THE THICK: *Intervention & Enforcement* - Strategies to reduce the impact of risk factors for youth violence.

- Goal: Intervene at the first sign of risk and respond effectively when violence does occur.

AFTERMATH: *Rehabilitation* - Strategies to prevent the reoccurrence of violence.

- Goal: Repair and restore our youth, families, and communities that have been affected by violence.

The next page contains a summary of the *PLAYbook's* goals, strategies, and objectives. For more detailed information on the recommendations of the *PLAYbook*, see the "Goals, Objectives, Strategies" section beginning on page 22. More detailed information on the impact indicators outlined below is available in the "Indicators" section (page 71).

While implementation of this plan will be coordinated by the New Orleans Health Department, it is not meant to be implemented by the City alone. Partner organizations and individuals have a role to play by aligning their practices with the goals and objectives of the *PLAYbook* and by identifying new ways to execute the *PLAYbook's* strategies.

The *PLAYbook* designates the Children and Youth Planning Board as an advisory group to ensure ongoing input from a diverse range of stakeholders and to coordinate with other community efforts to improve youth outcomes.

We know what it takes to prevent youth violence. We have a gameplan—NOLA FOR LIFE. Now we must execute the gameplan by collectively running the right plays. **By following the *PLAYbook*, we can improve youth safety.**

<b>UP FRONT: <i>Prevention</i> - Strategies everyone needs to be safe and thrive.</b>		<b><u>Measurable impact:</u></b>
<b>Goal 1: Stop violence from happening before it occurs.</b>		
<b>Objective 1.1:</b> Increase connections between youth and trusted adults.	<ul style="list-style-type: none"> <li>Promote positive school climates.</li> <li>Support opportunities for mentorship for those at risk of violence.</li> <li>Provide safe spaces for recreation and mentorship.</li> <li>Expand recreational opportunities.</li> <li>Foster positive interactions between youth and law enforcement.</li> </ul>	Increased school attendance. Increased percentage of students who report having someone to talk to one-on-one.
<b>Objective 1.2:</b> Increase civic engagement around the issue of youth violence and foster youth leadership.	<ul style="list-style-type: none"> <li>Build awareness of the costs of youth violence.</li> <li>Explore ways to engage youth in preventing violence.</li> <li>Recognize community partners who are helping to prevent violence.</li> </ul>	Increased community-wide capacity to prevent youth violence.
<b>Objective 1.3:</b> Increase economic opportunity, including youth employment.	<ul style="list-style-type: none"> <li>Provide youth with economic opportunity.</li> <li>Develop a mobile application to display social service resources in real time.</li> <li>Integrate youth violence prevention activities with efforts to reconnect opportunity youth to education and employment.</li> </ul>	Decreased number of opportunity youth. <sup>1</sup>
<b>Objective 1.4:</b> Enhance support services for parents and families.	<ul style="list-style-type: none"> <li>Identify and offer support for victims of intimate partner violence through City-operated WIC clinics.</li> <li>Prevent family violence through positive parenting programs.</li> <li>Strategically deploy family support resources in priority neighborhoods.</li> </ul>	Reduced exposure to adverse childhood experiences.
<b>Objective 1.5:</b> Increase neighborhood connectedness by improving the built environment.	<ul style="list-style-type: none"> <li>Focus City and citizen efforts on hotspot areas through NOLA FOR LIFE Volunteer Days.</li> <li>Light up the city with targeted repairs to streetlights.</li> <li>Provide access to safe and healthy environments.</li> <li>Explore the possibility of violence prevention through additional modifications to the built environment.</li> </ul>	Improved resident safety around homes during the day and night.
<b>Objective 1.6:</b> Build organizational capacity to prevent youth violence.	<ul style="list-style-type: none"> <li>Improve system coordination in behavioral health care.</li> <li>Enhance youth data sources.</li> <li>Build partnerships with the academic community to prevent youth violence.</li> </ul>	Increased community-wide capacity to prevent youth violence.
<b>IN THE THICK: <i>Intervention &amp; Enforcement</i> - Strategies to reduce the impact of risk factors for youth violence.</b>		<b><u>Measurable impact:</u></b>
<b>Goal 2: Intervene at the first sign of risk and respond effectively when violence does occur.</b>		
<b>Objective 2.1:</b> Expand the implementation of evidence-based intervention practices.	<ul style="list-style-type: none"> <li>Interrupt the cycle of violence through targeted street outreach.</li> <li>Interrupt the cycle of violence through targeted hospital response following shootings.</li> <li>Support the reform of truancy policies and procedures.</li> <li>Support the expansion of the Coordinated System of Care in Orleans Parish.</li> <li>Improve the criminal justice response to domestic violence through the Blueprint for Safety project.</li> </ul>	Reduced number of murders with victims under the age of 25.  Reduced truancy rate.  Reduced exposure to adverse childhood experiences.
<b>Objective 2.2:</b> Expand the implementation of evidence-based enforcement practices.	<ul style="list-style-type: none"> <li>Focus deterrence efforts on the most violent groups and gangs.</li> <li>Coordinate law enforcement efforts across agencies to combat gang violence.</li> <li>Implement proactive hot spot policing.</li> </ul>	Increased number of gangs disrupted by indictment.
<b>AFTERMATH: <i>Rehabilitation</i> - Strategies that prevent the reoccurrence of violence.</b>		<b><u>Measurable impact:</u></b>
<b>Goal 3: Repair and restore our youth, families, and communities that have been affected by violence.</b>		
<b>Objective 3.1:</b> Reduce recidivism.	<ul style="list-style-type: none"> <li>Develop a pipeline to stable economic and educational opportunity for ex-offenders, including juveniles.</li> <li>Support the expansion of restorative approaches in New Orleans public schools.</li> <li>Support efforts to reform the juvenile justice system.</li> </ul>	Reduced number of youth under supervision by the Office of Juvenile Justice.
<b>Objective 3.2:</b> Increase resiliency through trauma-informed responses to violence.	<ul style="list-style-type: none"> <li>Connect schools to resources for responding to violence.</li> </ul>	Increased percentage of students who report having someone to talk to one-on-one.

<sup>1</sup> NOTE: Opportunity youth are defined as are young adults aged 16 – 24 who are neither in school nor working. See for example: Cowen Institute for Public Education Initiatives. (2013). Reconnecting opportunity youth. Retrieved from <<http://www.coweninstitute.com/reconnecting-opportunity-youth/>>.

## YOUTH VIOLENCE IN NEW ORLEANS

Violence in New Orleans is epidemic. For decades, New Orleans has struggled with one of the highest murder rates in the country. Since 1979, the city's annual murder rate has consistently been seven to eight times higher than the national average. In both 2012 and 2011, the murder rate exceeded ten times the national average, with 199 murders in 2011 and 193 murders in 2012. Some families in these neighborhoods have lost multiple family members to gun violence over the years and many others have been traumatized by repeated exposure to community violence.

Figure 3: Murders and Shootings, 2010-2012<sup>2</sup>

	2010	2011	2012
<b>Murders</b>	175	199	193
<b>Shootings</b>	414	435	435

This high murder rate has had a significant impact on the experiences of youth in New Orleans. Juveniles and young adults are frequent participants in this violence, both as victims and perpetrators. Since 2010, 42% of murder victims in New Orleans have been younger than 25 years old, and 9% have been juveniles under the age of 18.

Figure 4 below provides a breakdown of murders by age for 2010 – 2012.

Figure 4: Murder Victims by Age, 2010-2012<sup>3</sup>

	2010	2011	2012
<b>0-17yrs</b>	14	20	17
<b>18-24</b>	64	66	56
<b>25 and older</b>	91	112	118
<b>Unknown</b>	6	1	2
<b>Total</b>	<b>175</b>	<b>199</b>	<b>193</b>

Many youth in New Orleans have also had direct experiences with the effects of violence. Given that over 75% of murders take place in a public space, many acts of violence are witnessed by young people.<sup>4</sup> A study of children aged 6 to 12 in the city reported that 85% of children surveyed had seen someone beaten up, 40% someone shot, and 31% reported having seen a dead body.<sup>5</sup> Past exposure to violence is associated with future involvement in violence; preliminary data from the Interim LSU Hospital (ILH) Trauma Center indicates that 78% of non-fatal shooting victims have previously witnessed community violence, while 44% have previously witnessed family violence.<sup>6</sup> As a result of this epidemic of community violence, we are faced with a culture of violence, in which norms of violent behavior are readily accepted; in the same sample of non-fatal shooting victims from the ILH Trauma Center, 30% of those interviewed believed it was important to respond to violence with violence.<sup>7</sup>

In addition, many youth are exposed to violence inside of their own homes. Research indicates that as many as one third of New Orleans women have a history of physical intimate partner violence.<sup>8</sup> The effects of such high rates of

<sup>2</sup> NOPD homicide statistics.

<sup>3</sup> NOPD homicide statistics.

<sup>4</sup> Seal, et al., 2013.

<sup>5</sup> Salloum, A. & Overstreet, S. (2012). Grief and trauma intervention for children after disaster: Exploring coping skills versus trauma narration. *Behavioral Research and Therapy*, 50(3): pp. 169-179

<sup>6</sup> Conrad, E., Nanney, J.T., & Constans, J. (July 2013). *Collaborative care with a trauma center surgery service: Assessing and reducing risk of violent re-injury among victims of urban violence*. Poster presented at the 1<sup>st</sup> meeting of the European Association of Psychosomatic Medicine. Cambridge, England.

<sup>7</sup> Conrad, et al., 2013.

<sup>8</sup> Ernst, A.A., Nick, T.G., Houry, D., & Mills, T. (1997) Domestic violence in an inner-city ED. *Annals of Emergency Medicine*, 30(2): pp.190-197.

intimate partner violence are deep-seated and long-term. Child abuse and intimate violence are interrelated; child abuse and intimate partner violence co-occur at a rate of about 40% nationally.<sup>9</sup> Furthermore, children who are abused or witness violence as a child are more likely to be victimized as an adult.<sup>10</sup> A history of experiencing poor parenting and physical discipline as a child are also risk factors for adult intimate partner violence, while intimate partner violence is itself a risk factor for child abuse. Thus, high rates of violence in the home have long-lasting negative impacts on the outcomes of our youth, allowing the cycle of violence to feed itself.

The costs of the epidemic of violence are high. This exposure to trauma in the form of community and family violence, which is often compounded by additional exposures to violence and other traumatic events, can lead to post-traumatic stress disorder (PTSD) and additional health complications. Research suggests that exposure to traumatic stressors known as adverse childhood experiences increase risk for a multitude of health and social problems, including:

- Alcoholism and alcohol abuse
- Chronic obstructive pulmonary disease (COPD)
- Depression
- Fetal death
- Health-related quality of life
- Illicit drug use
- Ischemic heart disease (IHD)
- Adolescent pregnancy
- Early initiation of sexual activity
- Liver disease
- Risk for intimate partner violence
- Multiple sexual partners
- Sexually transmitted diseases (STDs)
- Smoking
- Suicide attempts
- Unintended pregnancies
- Early initiation of smoking

In addition to finding high rates of exposure to violence, preliminary research in schools suggests that at least a third of students are experiencing symptoms of depression and PTSD.<sup>11</sup>

## ASSETS

Faced with an immense challenge, New Orleans has considerable resources that can be marshaled to prevent youth violence. By building on this foundation, we can further promote positive youth outcomes.

### *Culture*

New Orleans' culture is legendary. The city's food, music, architecture, and celebrations make the city what it is; New Orleans' culture is part of its citizens. As Tom Piazza writes, "Dr. John once told me that when a brass band plays at a small club back up in one of the neighborhoods, it's as if the audience—dancing, singing to the refrains, laughing—is part of the band. They are two parts of the same thing."<sup>12</sup>

New Orleans' culture is the backbone of the city's resilience. Time and again, the city has come together to rise above enormous challenges. Addressing the issue of youth violence presents an opportunity to do the same once again.

### *Education*

New Orleans has become a national leader in education reform, with charter schools leading the way in improving academic achievement across the city; in 2012, 84% of public school students in New Orleans attended an

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<sup>9</sup> Appel, A.E. & Holden, G.W. (1998). The co-occurrence of spouse and physical child abuse: A review and appraisal. *Journal of Family Psychology*, 12(4), pp. 578-599.

<sup>10</sup> Renner, L.M. & Slack, K.S. (2006). Intimate partner violence and child maltreatment: Understanding intra- and intergenerational connections. *Child Abuse & Neglect*, 30: pp. 599-617.

<sup>11</sup> Maggi, L. (03 December, 2012). New Orleans middle school students describe high rates of depression. *Times-Picayune*. Accessed on 13 May, 2013.

<sup>12</sup> Piazza, T. (2005). *Why New Orleans matters*. HarperCollins: New York, NY.

independently-operated charter school.<sup>13</sup> While the city's unique, decentralized system of schools poses challenges, charter schools have led the way for remarkable gains in student achievement. During the school year before Hurricane Katrina, 77% of New Orleans public school students attended schools deemed as failing by the state; this number has decreased by almost 50% since 2005.<sup>14</sup>

Furthermore, the education reform movement supports the prevention of youth violence. Leaders from school districts, charter management organizations, and individual schools have embraced innovative practices to meet the needs of their students and have demonstrated themselves to be outstanding partners in youth violence prevention.

### *Health*

Public health outcomes are also improving, with the city jumping 12 spots in the University of Wisconsin Population Health Institute and Robert Wood Johnson Foundation's *County Health Rankings & Roadmaps* in 2013. In recognition of these accomplishments, New Orleans was one of six communities nationwide to be awarded a Robert Wood Johnson Foundation Roadmaps to Health Prize, honoring cities that are addressing multiple factors in providing solutions to improve community health. Improvements to the city's public health are far from finished—significant health disparities remain. However, these early signs of progress demonstrate New Orleans' ability to make an impact on major challenges through coordinated, collective solutions.

### *Community Partners*

New Orleans relies on countless community partners in preventing youth violence. These partners direct programs that serve young people who are at risk of violence, provide input into City policies and practices, and foster further collaboration to prevent youth violence through their work. Community-based organizations, neighborhood residents, and other civic leaders have consistently promoted the message that the violence must stop; many have already developed partnerships with the City to support existing efforts to reduce violence.

In recognition of these community partners, the City, in collaboration with the Greater New Orleans Foundation, created the NOLA FOR LIFE Fund. The Fund makes grants to local organizations to immediately increase their capacity to serve the individuals in our community who are at highest risk for violence. As a part of this process, the Fund supports the Community of Practice, a diverse group of provider who are convened by the City to network, coordinate programming, identify policy barriers, and improve service delivery to better serve high risk individuals.

In addition, community partners have a formal channel to provide input and receive updates on City efforts to reduce violence through the Mayor's Strategic Command to Reduce Murders Community Action Team. This group, which brings together an array of representatives from the criminal justice system, schools, faith-based organizations, neighborhood groups and others, meets bimonthly to review trends in murder data, reflect on progress of violence reduction initiatives, and develop proposals for new activities to prevent violence.

### *Faith-Based Partners*

The City of New Orleans also recognizes the important role that faith-based partners play in preventing youth violence. On April 3, 2013, the City convened the NOLA FOR LIFE Faith Community Call to Action. This event aimed to heighten community awareness, increase community ownership, and empower the community to invest in the lives of young men and families. At the Call to Action, City and faith leadership discussed possibilities for partnership, including the following:

- Participation in workshops designed by members of the NOLA FOR LIFE Community of Practice
- Involvement with CeaseFire New Orleans

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<sup>13</sup> Cowen Institute for Public Education Initiatives. (2013). *The state of public education in New Orleans: 2013 report*. Retrieved from < [http://www.coweninstitute.com/wp-content/uploads/2013/07/2013\\_SPENO\\_Final2.pdf](http://www.coweninstitute.com/wp-content/uploads/2013/07/2013_SPENO_Final2.pdf)>.

<sup>14</sup> Recovery School District. (2013). Our progress. Retrieved from <[http://www.rsdl.net/apps/pages/index.jsp?uREC\\_ID=197335&type=d](http://www.rsdl.net/apps/pages/index.jsp?uREC_ID=197335&type=d)>.

- Providing restoration and networks of support for individuals and families affected by incarceration

As these conversations continue, additional opportunities to partner with the faith community will be explored on an ongoing basis.

#### *NOLA FOR LIFE*

The City benefits from high-level leadership that is committed to youth violence prevention. Since taking office, Mayor Mitch Landrieu has made public safety his top priority.

Launched in May 2012, NOLA FOR LIFE is Mayor Landrieu's comprehensive murder reduction strategy to tackle New Orleans' historically high murder rate. Under NOLA FOR LIFE, the City has begun implementation of several best practice approaches to addressing violence, including Group Violence Reduction Strategy, based on David Kennedy's Operation Ceasefire; CeaseFire New Orleans, which builds upon Dr. Gary Slutkin's CureViolence model; and the Mayor's Strategic Command to Reduce Murders, which has been adapted locally based on the Milwaukee Homicide Review model. As part of NOLA FOR LIFE, the City has adopted a public health approach to addressing violence, with the Health Department assisting in the strategy's development and implementation.

In order to sustain this momentum, however, New Orleans must address the issue of youth violence, which remains a persistent obstacle to positive youth outcomes. **To achieve durable reductions in youth violence requires a plan that organizes leadership, strategies, and partnerships under a common agenda; this is the purpose of the *NOLA FOR LIFE PLAYbook*.**

#### **NOLA FOR LIFE: A Balanced Approach**

NOLA FOR LIFE includes five pillars that balance approaches across prevention, intervention, enforcement, and rehabilitation:

- Stop the Shootings
- Invest in Prevention
- Promote Jobs and Opportunity
- Get Involved and Rebuild Neighborhoods
- Improve the NOPD

## WHAT THE *PLAYbook* MEANS FOR NEW ORLEANS

The *NOLA FOR LIFE PLAYbook: Promoting Life for All Youth*, developed as part of the National Forum on Youth Violence Prevention (the Forum), is designed to amplify NOLA FOR LIFE by expanding the role public health plays in preventing youth violence in New Orleans. Specifically, the *PLAYbook* aims to build on the City's existing strategies for murder reduction in three key ways:

### Designating a Structure for Youth Violence Prevention

- By designing a structure to support youth violence prevention, the *PLAYbook* ensures that youth violence prevention activities will be inclusive of diverse partners, coordinated, and sustainable.

### Coordinating and Integrating Activities toward Shared Priorities

- By laying out a series of strategic priorities for youth violence prevention, the *PLAYbook* targets resources toward young peoples' most pressing needs.

### Establishing Benchmarks & Fostering Accountability

- By establishing a citywide goal to improve youth safety, the *PLAYbook* sets a benchmark to track the impact of youth violence prevention activities on young peoples' lives.

This edition of the *PLAYbook* is meant to be an initial three-year plan toward a larger, seven-year vision that 95% of youth will feel safe in their schools and neighborhoods by the year 2020. The recommendations of this plan are necessary but may not be sufficient to reach that vision. In three years, we will have bolstered the city's capacity to prevent youth violence, a better sense of additional resources and data that are needed, and a firm grasp of how much further we will need to go to reach the vision of 95% youth safety in schools and neighborhoods. In the interim, there will be opportunities to check progress and make midcourse revisions to this edition of the *PLAYbook*. (See the "Updating the *PLAYbook*" section on page 73 for more information.)

### The *NOLA FOR LIFE PLAYbook* is...

- A flexible structure to lay out strategic priorities to improve youth safety, with the ability to change as community needs change.
- A part of NOLA FOR LIFE, the City's strategy for murder reduction and a supplement to existing activities.
- Meant to be owned and implemented collectively, in partnership with organizations and individuals across the city.
- Designed to be integrated into existing and future plans to reduce violence and improve youth outcomes.
- Focused on preventing youth violence before it occurs by addressing risk and protective factors for youth violence.
- Developed to align organizational practices relating to youth violence prevention under a common agenda.
- Led and coordinated by the New Orleans Health Department.

### *The Role of the New Orleans Health Department*

Sustained reductions in youth violence require dedicated leadership, strong partnerships, coordinated efforts, and a commitment to preventing youth violence from happening before it occurs. Durable impact is not achieved alone or by accident. Achieving the *PLAYbook*'s vision of 95% safety in schools and neighborhoods by 2020 will require extensive collaboration among partners across the city and a sound infrastructure to support the work in the years ahead.

The New Orleans Health Department is well-positioned to serve as the foundation of this infrastructure. As a core tenet of its work, the Health Department embraces community partnerships and is able to convene diverse organizations and individuals to support collective action toward public health goals.

Furthermore, the Health Department brings expertise in the public health approach to violence, which emphasizes the importance of prevention, evidence-based decision-making, collaboration, and population-wide changes to address risk and protective factors for youth violence. The principles of the public health approach are essential for lasting reductions in youth violence. (You can read more about the public health approach to addressing youth violence below.)

Lastly, as a central part of the NOLA FOR LIFE Team, the Health Department is able to link community partners with the City's efforts to reduce murder through NOLA FOR LIFE and facilitate communication between City agencies and community-based organizations, schools, and academia.

More details about the role of the Health Department in implementing the *PLAYbook* can be found in the "Infrastructure" section located on pages 67-73.

#### **Health Department Activities to Improve Youth Safety**

- Emphasizing the value of prevention for long-term, sustainable changes in youth safety
- Leading youth violence prevention planning efforts, including the development of the *PLAYbook* and future revisions
- Providing dedicated staff to convene partners and coordinate youth violence prevention across sectors
- Collecting data to evaluate the impact and communicate the results of youth violence prevention activities
- Identifying and developing resources to support innovative programs and policies to prevent violence.

### *The Role of Partner Organizations*

The *PLAYbook* is not meant to be a plan that is owned solely by the City of New Orleans; rather, this is designed to be a community-driven document created in ongoing partnership with the community. While the City has a role to play in preventing youth violence, we know we cannot make the impact we desire without collective efforts citywide. Thus, the *PLAYbook*, while nested within the existing framework of NOLA FOR LIFE, is meant to build new partnerships to prevent youth violence in New Orleans.

In addition to providing input into prevention planning, partner organizations have a key role to play in implementing the *PLAYbook*. The *PLAYbook*'s recommendations are designed to be broad and inclusive of all partners. While many of the strategies of the *PLAYbook* are specific and have an identified lead agency, others merely provide examples of the way the strategy can be executed. Partner organizations are encouraged to align their practices with the goals and objectives of the *PLAYbook* and to identify new ways to execute the *PLAYbook*'s strategies.

#### **Community Partner Activities to Improve Youth Safety**

- Providing input into prevention planning
- Aligning organizational practices with the goals and objectives of the *PLAYbook*
- Identifying ways to execute the strategies recommended by the *PLAYbook*
- Using the shared priorities of the *PLAYbook* to coordinate violence prevention activities with partner agencies
- Leveraging the *PLAYbook* for additional resources by demonstrating to funders the city's commitment to coordination

## **THEORETICAL FRAMEWORK**

### *Collective Impact*

The *PLAYbook* sets an aspirational goal to improve youth safety, lays out a set of strategic priorities to prevent youth violence, and establishes an infrastructure to coordinate youth violence prevention activities. These components are essential parts of a promising approach, known as **collective impact**, for addressing large-scale, complex social issues like youth violence.<sup>15</sup>

The core idea of collective impact—that coordinated, not isolated, efforts are most effective in solving major social problems—has a strong foothold in New Orleans; many organizations have already embraced the collective impact approach in their work. The *PLAYbook* brings these various strands together into a common thread to support youth violence prevention, while establishing a framework that can be easily integrated into larger collective efforts to reduce violence and improve youth outcomes. By designating a structure for youth violence prevention, coordinating and integrating prevention activities toward shared priorities, and establishing a series of benchmarks to track progress, the *PLAYbook* takes the first steps toward implementing the collective impact approach to prevent youth violence.

### *The Public Health Approach*

In leading the planning process for the *NOLA FOR LIFE PLAYbook*, the New Orleans Health Department emphasized a **public health approach** to

#### **Collective Impact**

Collective impact requires five elements:

- 1) A common agenda
- 2) Shared measurement systems
- 3) Mutually reinforcing activities
- 4) Continuous communication
- 5) Backbone support organizations

<sup>15</sup> Kania, J. & Kramer, M. (2011). Collective impact. *Stanford Social Innovation Review*. Retrieved from: <[http://www.ssireview.org/articles/entry/collective\\_impact/](http://www.ssireview.org/articles/entry/collective_impact/)>.

addressing youth violence.

Youth violence is a public health problem because:

- 1) It is extremely pervasive;
- 2) It negatively affects physical and mental health;
- 3) It is preventable just like a multitude of other health issues.

Youth violence in New Orleans is epidemic. Our city suffers from extremely high rates of violence, which negatively impacts health and well-being. Our children cannot be healthy if they are not safe. Youth violence impacts health in the following ways:<sup>16</sup>

- Youth violence is a leading cause of injury, disability, and death<sup>17</sup>
  - In 2010, 4,828 young people ages 10 to 24 were victims of homicide in the United States—an average of 13 each day.
    - In New Orleans, 222 young people under the age of 25 have been killed in the last 3 years alone.<sup>18</sup>
  - In 2011, 707,212 young people across the country between the ages of 10 and 24 were treated in emergency departments for injuries sustained from physical assaults.
  - Each year, youth homicides and assault related injuries result in an estimated \$16 billion in combined medical and work loss costs.<sup>19</sup>
- Violence is a significant health disparity<sup>19</sup>
  - Among 10 to 24 year olds, homicide is the leading cause of death for African Americans nationwide.
  - Nationally, homicide rates among African American males ages 10 to 24 are nearly 4 times those of Hispanic males and almost 18 times higher than homicide rates among White males of the same age group.
    - In New Orleans, 93% of all murder victims are African American.<sup>20</sup>
  - Nationally, African Americans under the age of 12 made emergency department visits for assault at 3 ½ times the rate of Whites under the age of 12; the rate of emergency department visits for assault among African Americans between the ages of 13 and 18 was 3 times that of Whites in the same age group.<sup>21</sup>
- Youth violence increases the risk of other poor health outcomes<sup>22</sup>
  - Violence is interrelated with the social determinants of health—circumstances such as the distribution of money, power, and resources that shape health outcomes. For example, many parents in violent neighborhoods do not feel safe making an extended trip for groceries or allowing children to play outside. As a result, violence undermines efforts to promote healthy lifestyles and contributes to obesity and other health issues.
  - The psychosocial aftermath of exposure to violence is serious. Victims of violence—or those who have merely witnessed it—are more likely to suffer from post-traumatic stress disorder (PTSD), depression, anxiety, substance abuse, and other long-term health problems.

<sup>16</sup> Prevention Institute. (2009). *A Public Health Approach to Preventing Violence: FAQ*. UNITY: Oakland, CA.

<sup>17</sup> Unless otherwise noted, all data are from: Centers for Disease Control and Prevention. (2012). *Youth violence facts at a glance*. Retrieved from <[http://www.cdc.gov/violenceprevention/pdf/yv\\_datasheet\\_2012-a.pdf](http://www.cdc.gov/violenceprevention/pdf/yv_datasheet_2012-a.pdf)>.

<sup>18</sup> NOPD homicide statistics.

<sup>19</sup> Unless otherwise noted, all data are from: CDC, 2012.

<sup>20</sup> Seal, et al., 2013.

<sup>21</sup> Centers for Disease Control and Prevention. (26 April, 2013). *Morbidity and Mortality Weekly Report*, 62(16): p. 319. Retrieved from: <[http://www.cdc.gov/mmwr/preview/mmwrhtml/mm6216a11.htm?s\\_cid=mm6216a11\\_e](http://www.cdc.gov/mmwr/preview/mmwrhtml/mm6216a11.htm?s_cid=mm6216a11_e)>.

<sup>22</sup> Prevention Institute. *A Public Health Approach to Preventing Violence: FAQ*.

### *What is unique about our approach?*

Public health has a track record of success in promoting large-scale improvements in population health. For example, public health contributions to motor vehicle safety and tobacco policy led to significant reductions in deaths from motor vehicle accidents and heart disease, respectively. This same approach, when applied to youth violence, can produce similar results. The public health approach is characterized by the following values:<sup>23</sup>

- Focus on prevention – Public health seeks to prevent violence before it occurs. In doing so, it is often more effective to change the environment in which the problem occurs as opposed to focusing solely on change at the individual level.<sup>24</sup>
- Driven by data – Public health focuses on risk factors—factors that contribute to violence—and protective factors—factors that are a buffer against violence. By identifying and targeting these risk factors—and not just individuals—we can prioritize interventions to combat violence. In addition, the tools of public health provide a framework for data tracking and evaluation, assessing the impact of strategies to determine if they are working and make mid-course adjustments if they are not.
- Collaboration – Public health embraces partners and perspectives from multiple disciplines, medicine, epidemiology, sociology, psychology, criminology, education, and economics.<sup>25</sup> The end result is an approach that is broad and inclusive, examining all available interventions and engaging as many people and institutions as possible. Public health emphasizes shared responsibility over blame—prevention works best when everyone is trying to help.<sup>26</sup>
- Population-based scale – Public health thinks big by seeking community-wide solutions, including policy changes and social norm change.

**Youth violence is a symptom of inequity.** In the past, the tools of public health have been applied to redress other symptoms of inequity, such as infectious diseases. These same tools, which are listed above, can be applied to prevent youth violence.

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<sup>23</sup> Prevention Institute, 2009.

<sup>24</sup> Hemenway D. & Miller, M. (12 April, 2013). Public health approach to the prevention of gun violence. *New England Journal of Medicine*. Retrieved from <<http://www.nejm.org/doi/full/10.1056/NEJMs1302631>>.

<sup>25</sup> Centers for Disease Control and Prevention. (2008). The public health approach to violence prevention. Retrieved from <<http://www.cdc.gov/violenceprevention/overview/publichealthapproach.html>>.

<sup>26</sup> Hemenway & Miller, 2013.

### *The Socio-Ecological Model*

The socio-ecological model is a central part of the public health approach to addressing youth violence. This model takes into account the complex interplay between individual, relationship, community, and societal factors. Approaches that include a continuum of activities across multiple socio-ecological models are more likely to sustain prevention efforts over time.<sup>27</sup> Figure 5 below shows a visual depiction of the socio-ecological model.

Figure 5: The Socio-Ecological Model<sup>28</sup>



**Individual** – The individual level identifies biological and personal history factors that increase the likelihood of becoming a victim or perpetrator of violence, including age, income, education, substance use, or history of abuse.

**Relationship** – This level examines close relationships, such as partners, social-circle peers, and family, which may increase the risk of experiencing violence as a victim or perpetrator.

**Community** – The community level includes the settings, such as schools or neighborhoods, in which social relationships occur and that may be associated with risk of violence.

**Societal** – This level looks at the broad societal factors, such as social and cultural norms, that help create a climate in which violence is encouraged or inhibited.

### **OVERVIEW OF THE PLANNING PROCESS<sup>29</sup>**

The development of the *NOLA FOR LIFE PLAYbook* was led by the New Orleans Health Department in collaboration with the planning Core Team and numerous community partners. (See the “Partnerships” section on page 74 for a full listing of Core Team members and partners who provided input in the planning process.) In addition, the Health Department received technical assistance in strategic planning from the Centers for Disease Control and Prevention (via the National Forum on Youth Violence Prevention) and the Prevention Institute.

Over the course of six months, the Core Team conducted 18 listening sessions with over 150 stakeholders. Listening sessions included focus groups with small groups of young people; roundtables with stakeholders in areas such as school mental health, juvenile justice, and out-of-school time; and larger discussions with community partners.

#### **Several cross-cutting themes emerged from listening sessions:**

- Need for more coordination of existing resources
- Need to focus on prevention and younger age groups
- Importance of addressing root causes (e.g. economic opportunity, built environment)

<sup>27</sup> Centers for Disease Control and Prevention. (2009). The social-ecological model: A framework for prevention. Retrieved from <<http://www.cdc.gov/ViolencePrevention/overview/social-ecologicalmodel.html>>.

<sup>28</sup> CDC, 2009.

<sup>29</sup> See Appendix A for a more detailed description of the planning process.

In addition to the listening sessions described above, the Core Team conducted a series of four listening sessions with a small group of neighborhood residents from Central City and Little Woods. In convening this group, the goal was to ensure that community voices and perspectives—including residents from several neighborhoods that are most impacted by violence—were a part of the planning process.

To conclude the planning process, the Health Department convened a Youth Violence Prevention Summit, which brought together over 60 partners to discuss priority risk and protective factors for youth violence and to develop an asset map of current youth violence prevention activities.

Based on all of these inputs, the Core Team selected risk and protective factors that they believe to be most important to address youth violence in New Orleans. These risk and protective factors form the basis for the goals, objectives, and strategies of the *NOLA FOR LIFE PLAYbook*.

Risk Factors	Protective Factors
• Poor support for parents	• Problem-solving skills
• Cultural norms that support violence	• Connection to a caring adult
	• Commitment to school
	• Academic achievement
	• Coordination of resources among agencies
	• Access to mental health and substance abuse services
	• Community support/connectedness

Note: this is not an exhaustive list of risk and protective factors for youth violence, but only those that were judged by the Core Team to be most important for preventing youth violence in New Orleans. For a more detailed listing of risk factors for youth violence, see Appendix B.

## VISION

Youth and families flourishing in safe and healthy neighborhoods, with access to high quality educational, economic, and cultural opportunities that allow everyone to become self-reliant, self-sufficient, and creative human beings capable of giving back to the world.

*How will we measure our success?*

**By 2020, 95% of youth will feel safe in their school and neighborhood.**

In New Orleans, we will measure our progress using the Caring Communities Youth Survey (CCYS). CCYS is a biannual survey given to all 6<sup>th</sup>, 8<sup>th</sup>, 10, and 12<sup>th</sup> graders in New Orleans schools. As part of the survey, CCYS asks students if they feel safe in their schools and in their neighborhoods.

### The *PLAYbook* Vision and Health People 2020

The *PLAYbook*'s vision is aligned with the U.S. Department of Health and Human Services' Healthy People 2020 objectives, which provides science-based 10 year national objectives for improving the health of all Americans. Healthy People establishes benchmarks and monitors progress over time in order to:

- Encourage collaborations across communities and sectors
- Empower individuals toward making informed health decisions
- Measure the impact of prevention activities

Healthy People 2020 sets the benchmark that 95% of adolescents will feel safe in their school by 2020.

In 2012, the most recent year for which CCYS data are available, students reported whether or not they felt safe in their school:<sup>30</sup>

<i>Grade</i>	<i>Percentage of Students Who Felt Safe in Their School<sup>31</sup></i>	<i>Percentage of Students Who Felt Safe in Their Neighborhood<sup>32</sup></i>
6	80.6%	68.4%
8	77%	78.1%
10	78.8%	72.2%
12	69.2%	68.1%

Figures 1 and 2 below shows trends in perceived youth safety since 2004. These results show considerable room for improvement in youth safety. For example, nearly one-third of 12<sup>th</sup> graders surveyed in 2012 reported feeling unsafe in their school or neighborhood.<sup>33</sup>

**By following the *NOLA FOR LIFE PLAYbook*, we can improve youth safety.**

<sup>30</sup> NOTE: New Orleans schools' response rate on the 2012 CCYS was 17.8%. Therefore, 2012 CCYS data should not be considered representative of all New Orleans children; these data may overestimate perceived youth safety in New Orleans. Nonetheless, 2012 CCYS data is the best available information and is reported as such. See Strategy #20 below for plans to address this issue.

<sup>31</sup> Bach Harrison. (2012). *2012 Louisiana Caring Communities Youth Survey*. Conducted by Cecil J. Picard Center for Child Development and Lifelong Learning, University of Louisiana at Lafayette. Available at <[www.picardcenter.org](http://www.picardcenter.org)>. The survey asks students "Do you feel safe in your school?" Students can respond "NO!", "no", "yes", or "YES!". Students who respond "yes" or "YES!" are considered to feel safe in their school.

<sup>32</sup> Bach Harrison, 2012.

<sup>33</sup> Due to low school response rate, it is possible that these overestimate perceived youth safety. (See Strategy #20 below for plans to address the issue of low school response to the CCYS.) By comparison, a 2010 school survey in a similar population of students in Baltimore found that 68% of students felt safe in their school and that 74% of students felt safe in their neighborhood. For more information: Melick, C.F., Feldman, B.I., & Wilson, R.L. (2010). *2010 school climate data: Students, parents, and staff*. Baltimore City Public Schools: Baltimore, MD.

Figure 1: Perceived Safety in School by Grade, New Orleans CCYS (2004 – 2012)

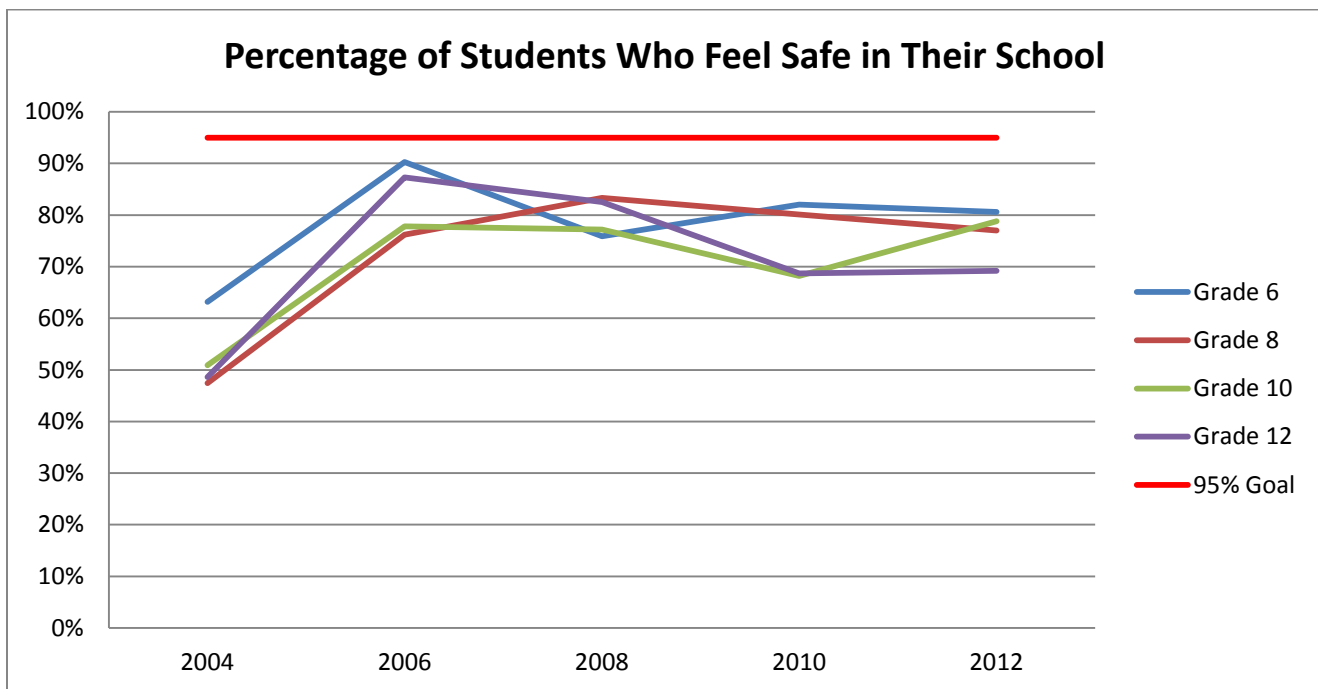
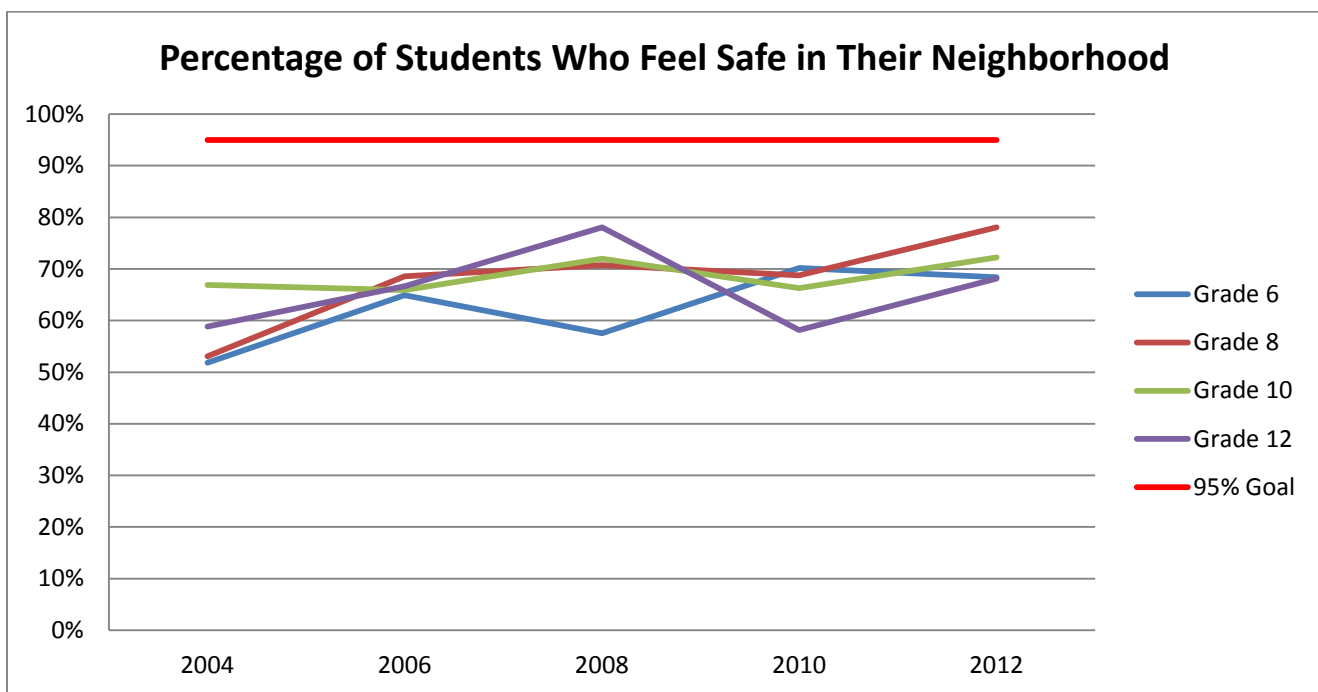


Figure 2: Perceived Safety in School by Grade, New Orleans CCYS (2004 – 2012)



BLUE = ONGOING

Strategy Legend  
RED = IN PROGRESS

YELLOW = UNDER DEVELOPMENT

## GOALS, OBJECTIVES, STRATEGIES

In addition to the priority risk and protective factors that are listed above, the Core Team sought to balance approaches across socio-ecological models, across age groups, and across the spaces and places where youth spend their time (i.e. in school, out of school, at home).

These areas are designated primarily as a way to organize the *PLAYbook*; in practice, they frequently overlap and boundaries between them are artificial. Given the complex nature of the issue, it is important that approaches to address youth violence are balanced and coordinated across UP FRONT (Prevention), IN THE THICK (Intervention & Enforcement), and AFTERMATH (Rehabilitation).

The overview below provides a listing and brief summary of every strategy.

Strategy	Summary	Page
Strategy #1: Promote positive school climates.	Train teachers in evidence-based practices that make schools safe, engaging places.	23
Strategy #2: Support opportunities for mentorship for those at risk of violence.	Build organizations' capacity to mentor at risk individuals and link at risk individuals with mentorship services.	24
Strategy #3: Provide safe spaces for recreation and mentorship.	Establish spaces where young people can safely play and connect with adults.	26
Strategy #4: Expand recreational opportunities.	Increase investments in NORDC and target those investments to high crime areas.	27
Strategy #5: Foster positive interactions between youth and law enforcement.	Establish police as a positive presence in schools through trained school resource officers and evidence-based programming.	28
Strategy #6: Build awareness of the costs of youth violence.	Implement a public awareness campaign to begin changing citywide norms about youth violence.	30
Strategy #7: Explore ways to engage youth in preventing violence.	Involve youth as policy decision-makers and as owners in preventing youth violence.	31
Strategy #8: Recognize community partners who are helping to prevent youth violence.	Honor community members who are preventing violence and who might otherwise go unnoticed.	32
Strategy #9: Provide youth with economic opportunity.	Implement the Office of Workforce Development's "Pathway to Prosperity" plan to increase youth employment.	33
Strategy #10: Develop a mobile application to display social service resources in realtime.	Mobile app to help link young people with services.	35
Strategy #11: Integrate youth violence prevention activities with efforts to reconnect opportunity youth education and employment.	Support youth master planning and other efforts to reconnect opportunity youth.	36
Strategy #12: Identify and offer support for victims of intimate partner violence through City-operated WIC clinics.	Intimate partner violence screening and referral program.	37
Strategy #13: Prevent family violence through positive parenting programs.	Child maltreatment through the implementation of positive parenting education in City-operated WIC clinics.	38
Strategy #14: Strategically deploy family support resources in priority neighborhoods.	Target outreach for family support programs such as Healthy Start in high crime neighborhoods.	39
Strategy #15: Focus City and citizen efforts on hot spot areas through NOLA FOR LIFE Volunteer Days.	Targeted day of service centered around parks and playgrounds in high crime neighborhoods.	40

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*Strategy Legend*  
RED = IN PROGRESS

YELLOW = UNDER DEVELOPMENT

Strategy	Summary	Page
Strategy #16: Light up the city with targeted repairs to streetlights.	Focusing streetlight repair issues on high crime neighborhoods.	41
Strategy #17: Provide access to safe and health environments.	Ensuring that recreational spaces are clean, safe, and healthy through upgraded facilities and law enforcement presence.	42
Strategy #18: Explore the possibility of violence prevention through the additional modification of the built environment.	Examples include joint use agreements, Complete Streets policies, and transportation improvements.	44
Strategy #19: Improve system coordination in behavioral health care.	Describes the work of the Behavioral Health Council, a community-based policy leadership body for the behavioral health system made up of providers, advocates, and consumers.	46
Strategy #20: Enhance youth data systems.	Increase school participation in the Caring Communities Youth Survey (CCYS).	47
Strategy #21: Build partnership with the academic community to prevent violence.	Leverage resources and expertise at local universities to support youth violence prevention efforts.	48
Strategy #22: Interrupt the cycle of violence through targeted street outreach.	Describes CeaseFire Central City program (Cure Violence model).	49
Strategy #23: Interrupt the cycle of violence through targeted hospital response following shootings.	Describes CeaseFire New Orleans hospital response initiative (Cure Violence model).	51
Strategy #24: Support the reform of truancy policies and procedures.	Determine how truancy response should best function in a decentralized school system and align truancy policies with national best practices.	52
Strategy #25: Support the expansion of the Coordinated System of Care in Orleans Parish.	Link schools with wraparound services for children with behavioral health issues and their families.	54
Strategy #26: Improve the criminal justice response to domestic violence through the Blueprint for Safety project.	Implementation of a best practice model for improving organizational practices related to domestic violence.	56
Strategy #27: Focus deterrence efforts on the most violent groups and gangs	Describes Group Violence Reduction Strategy (David Kennedy model).	57
Strategy #28: Coordinate law enforcement efforts to combat gang violence.	Describes Multi-Agency Gang Unit.	58
Strategy #29: Implement proactive hot spot policing.	Describes NOPD's hot spot policing activities.	59
Strategy #30: Develop a pipeline to stable economic and educational opportunity for ex-offenders, including juveniles.	Describes pilot workforce re-entry program, as well as re-entry policy initiatives.	60
Strategy #31: Support the expansion of restorative approaches in New Orleans Public Schools.	Train schools in restorative justice approaches as an alternative discipline practice.	62
Strategy #32: Support efforts to reform the juvenile justice system.	Includes the Juvenile Detention Alternatives Initiative (JDAI).	63
Strategy #33: Connect schools to resources for responding to violence.	Linking schools to trauma response resources and providing trainings in evidence-based responses to trauma in students.	65

BLUE = ONGOING

Strategy Legend  
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YELLOW = UNDER DEVELOPMENT

### About the Strategy Framework

Each *PLAYbook* strategy is detailed in a framework on the following pages.

In order to differentiate between existing and new strategies, the strategy frameworks in the *PLAYbook* are color-coded in the following pattern:

Category	Color	Strategies			
<b>ONGOING</b> These strategies are currently being implemented.	BLUE	Strategy #3 Strategy #4 Strategy #6 Strategy #9	Strategy #11 Strategy #12 Strategy #15 Strategy #16	Strategy #17 Strategy #19 Strategy #22 Strategy #26	Strategy #27 Strategy #28 Strategy #29
<b>IN PLANNING</b> These strategies are in the planning phase. The strategy has an individual initiative owner to drive the work and supporting resources (e.g. grant funding) have been identified but not secured.	RED	Strategy #1 Strategy #10 Strategy #13 Strategy #20	Strategy #23 Strategy #24 Strategy #25 Strategy #30	Strategy #31	
<b>UNDER DEVELOPMENT</b> These strategies are in the development phase. They are recommended as priorities for the prevention of youth violence, but need an individual initiative owner and/or supporting resources to begin planning.	YELLOW	Strategy #2 Strategy #5 Strategy #7 Strategy #8	Strategy #14 Strategy #18 Strategy #21 Strategy #32	Strategy #33	

In keeping with priorities outlined by stakeholders and the Core Team, the *PLAYbook* features a limited number of new strategies, focusing instead on coordinating existing strategies under a common framework to target the prevention of youth violence.

Each strategy in the *PLAYbook* is summarized in a strategy framework that includes the following components:

- *Goal* – The strategic goal with which the strategy is connected.
- *Objective* – The concrete, measureable objective with which the strategy is connected.
- *Owner(s)* – The organizations expected to lead implementation of the strategy.
- *Risk/protective factors addressed* – Lists the priority risk and protective factors that this strategy addresses.
- *Expected impact* – Based on research, the long-term outcomes that the strategy is expected to produce.
- *Output indicators* – Data that will be collected to measure strategy activities.
- *Outcome indicators* – Data that will be collected to measure the effects of strategy activities on those who are targeted by the strategy (e.g. program participants).
- *Impact indicators* – Data that will be collected to measure the effects of strategy activities on population-level outcomes.
- *Socio-ecological level* – The level(s) of the socio-ecological model (individual, relationship, community, or societal) at which this strategy operates.
- *NOLA FOR LIFE pillar* – The pillar of NOLA FOR LIFE (Stop the Shootings, Invest in Prevention, Promote Jobs and Opportunity, Improve the NOPD, Get Involved and Rebuild Neighborhoods) with which this strategy is connected.
- *Target age group* – The age ranges that are most likely to be affected by this strategy.
- *Connection for youth* – The space or place (in school, out of school, at home) where this strategy connects with youth.

**UP FRONT: Prevention - Strategies everyone needs to be safe and thrive.**

**Goal 1:** Stop violence from happening before it occurs.

We know that we cannot arrest our way out of this problem. By investing in preventing violence from an early age, we can keep violence from happening in the first place. The result is a more sustainable approach to addressing youth violence than intervention or enforcement efforts alone.

**Objective 1.1:** Increase connections between youth and trusted adults.

In listening sessions, youth, neighborhood residents, educators, and other repeatedly voiced the need for more positive connections between youth and adults. Relationships are how children and youth learn about the world—all of these relationships should be positive and nurturing. The strategies under this objective are intended to prevent youth violence by increasing connections between youth and trusted adults.

**STRATEGY #1: Promote positive school climates.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Increase connections between youth and trusted adults.		<b>Lead:</b> <ul style="list-style-type: none"><li>Orleans Parish School Board (OPSB)</li><li>Recovery School District (RSD)</li><li>Charter schools</li></ul>	<b>Partner:</b> <ul style="list-style-type: none"><li>New Orleans Health Department (NOHD)</li></ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"><li>Commitment to school</li><li>Academic achievement</li></ul>	<b>Expected impact:</b> <ul style="list-style-type: none"><li>Increased attendance, academic engagement and achievement</li><li>Increased school safety and school connectedness</li><li>Reduced suspensions, expulsions, and other school disciplinary actions</li></ul>		<b>Output indicators:</b> <ul style="list-style-type: none"><li>Results of schools training needs assessment</li><li>Number of schools trained in PBIS</li><li>Number of schools trained in other evidence-based practices</li></ul>	
			<b>Outcome indicators:</b> <ul style="list-style-type: none"><li>Percentage of schools implementing PBIS at all three levels</li><li>Percentage of schools implementing evidence-based practices</li></ul>	
			<b>Impact indicators:</b> <ul style="list-style-type: none"><li>Increased school attendance (Louisiana Dept. of Education)</li></ul>	
<b>Socio-ecological level:</b> Community	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 6 – 18	<b>Connection for Youth:</b> In school	
<p>School connectedness—the belief held by students that adults and peers in the school care about their learning as well as about them as individuals—is an important protective factor against youth violence. Students who feel connected to their school are less likely to engage in risk behaviors, including violence and gang involvement. These same students are also more likely to have better academic achievement, have better school attendance, and stay in school longer.<sup>34</sup></p> <p><b>In order to support schools in fostering school connectedness, this strategy will offer trainings for schools in positive behavior interventions and supports (PBIS) and other evidence-based practices that promote positive school climate.</b></p> <p>Positive behavior interventions and supports (PBIS) is a decision-making framework that helps schools develop systems to use</p>				

<sup>34</sup> Centers for Disease Control and Prevention. (2012). School connectedness. Retrieved from <<http://www.cdc.gov/healthyyouth/adolescenthealth/connectedness.htm>>.

*Strategy Legend*

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data for decision making and problem solving, arrange the environment to prevent the development and occurrence of problem behavior, and teach and encourage pro-social skills and behaviors. When implemented with fidelity, PBIS results in teaching and learning environments that are less reactive, aversive, dangerous, and exclusionary and that maximize academic engagement and achievement for all students.<sup>35</sup>

While PBIS is mandated in Louisiana schools, a preliminary school survey that was conducted as part of the National Forum on Youth Violence Prevention planning process and found that nearly all schools were implementing PBIS but that many schools lacked proper training and staff support to implement PBIS in a highly effective manner.

Orleans Parish School Board, Recovery School District, and the New Orleans Health Department will partner to conduct an assessment of schools' training needs. Based on this assessment, schools will be offered trainings in PBIS and other evidence-based practices that promote school climate, with support from the National Forum on Youth Violence Prevention.

**Strategy #2: Support opportunities for mentorship for those at risk of violence.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Increase connections between youth and trusted adults.	<b>Lead:</b> <ul style="list-style-type: none"> <li>Community-based organizations with mentorship programs (e.g. Communities In Schools, Son of a Saint, Youth Empowerment Project, New Orleans Kids Partnership, Each One Save One)</li> </ul>	<b>Partner:</b> <ul style="list-style-type: none"> <li>City of New Orleans</li> </ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"> <li>Connection to a caring adult</li> <li>Academic achievement</li> <li>Community support /connectedness</li> </ul>	<b>Expected impact:</b> <ul style="list-style-type: none"> <li>Increased number of youth connected with mentors</li> <li>Reduced number of youth exhibiting risk factors for violence / increased number of youth exhibiting protective factors for violence</li> </ul>	<b>Output indicators:</b> <ul style="list-style-type: none"> <li>Number of community partner organizations with evidence-based mentorship programs</li> <li>Number of youth connected to mentoring programs</li> </ul>	
		<b>Outcome indicators:</b> <ul style="list-style-type: none"> <li>Number of youth participating in existing mentorship programs</li> </ul>	
		<b>Impact indicators:</b> <ul style="list-style-type: none"> <li>Percentage of youth who report having someone to talk to one-on-one (CCYS)</li> </ul>	

<sup>35</sup> OSEP Technical Assistance Center on Effective Schoolwide Interventions. (2013). What is school-wide positive behavior interventions & supports? Retrieved from: <[http://www.pbis.org/school/what\\_is\\_swpbs.aspx](http://www.pbis.org/school/what_is_swpbs.aspx)>.

### Strategy Legend

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<b>Socio-ecological level:</b> Relationship	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 16 – 24	<b>Connection for Youth:</b> Out of school
<p>Research indicates that mentoring can mediate risk and protective factors by pairing a young person with a trusted adult who serves as a positive role model and guide to the young person's behavior.<sup>36</sup></p> <p>Mentoring can occur in two ways: natural mentoring and planned mentoring. Natural mentoring occurs through friendship, teaching, coaching, and counseling in families, schools, churches, and neighborhoods. Planned mentoring is systematically implemented through structured programs in which an adult and youth are selected and matched through formal processes.</p> <p>A number of community partners offer planned mentoring programs, including:</p> <ul style="list-style-type: none"> <li>• Communities In Schools</li> <li>• Son of a Saint</li> <li>• Youth Empowerment Project</li> <li>• New Orleans Kids Partnership</li> <li>• Each One Save One</li> </ul> <p><b>This strategy aims to leverage those resources by linking young people with existing mentoring programs and building additional organizational capacity for mentorship.</b> The City will support the development of a curriculum for organizations that prioritize conflict resolution and improve educational attainment of mentees. NOLA FOR LIFE programs (e.g. GVRs, CeaseFire, Midnight Basketball) will assist in the identification of young males at risk of exposure to or involvement in violence, recruitment and training of mentor groups specifically for their needs, and further definition the City's relationship with partner organizations to ensure delivery of support services for mentees.</p>			

<sup>36</sup> Centers for Disease Control and Prevention. (2012). *Understanding youth violence*. Retrieved from: <<http://www.cdc.gov/violenceprevention/pdf/yv-factsheet-a.pdf>>.

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**STRATEGY #3: Provide safe spaces for recreation and mentorship.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Increase connections between youth and trusted adults.	<b>Lead:</b> • City of New Orleans	<b>Partners:</b> • New Orleans Pelicans • PlayNOLA • New Orleans Public Library
<b>Risk/protective factors addressed:</b> • Connection to a caring adult • Community support / connectedness	<b>Expected impact:</b> • Increased connections to caring adults • Increased connections to social services	<b>Output indicators:</b> • Number of Midnight Basketball events • Number of library events	
		<b>Outcome indicators:</b> • Number of Midnight Basketball attendees • Number of library event attendees	
		<b>Impact indicators:</b> • Percentage of youth who report having someone they can talk to one-on-one (CCYS)	
<b>Socio-ecological level:</b> Individual	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 16 – Adult	<b>Connection for Youth:</b> Out of school
<p>Youth need safe spaces to support their development. Too often, our young people are forced to stay within their residence to avoid violence. Several examples of ways to provide safe spaces for recreation and mentorship are described above:</p> <p><u>Midnight Basketball</u> Midnight Basketball addresses these issues by giving young men age 16 and up a safe, free space for recreation in high crime neighborhoods on Saturday nights. In addition, the program is an opportunity to connect young men with education and support services.</p> <p>As of August 2013, there have been four seasons of Midnight Basketball, with games held at locations around the city; To date, the Midnight Basketball has served over 2,100 young men.</p> <p>Midnight Basketball is a partnership between the City of New Orleans, the New Orleans Pelicans, and PlayNOLA.</p> <p><u>New Orleans Public Library</u> The New Orleans Public Library provides safe spaces for youth to read and explore through books and non-print media. In addition, the Library is in the process of developing mentorship programs in partnership with local non-profits. Learn more at <a href="http://www.nutrias.org">www.nutrias.org</a>.</p> <p><u>Afterschool Programs</u> Structured afterschool programs—whether held on or off of a school campus—provide youth with positive developmental opportunities. In selecting afterschool programs, the Health Department encourages partner organizations to use an evidence-based program registry, such as the University of Colorado’s Blueprints for Health Youth Development.<sup>37</sup></p>			

<sup>37</sup> Learn more at [www.blueprintsprograms.com](http://www.blueprintsprograms.com).

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**STRATEGY #4: Expand recreational opportunities.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Increase connections between youth and trusted adults.		<b>Lead:</b> • NORDC
<b>Risk/protective factors addressed:</b> • Connection to a caring adult • Community support / connectedness	<b>Expected impact:</b> • Increased accessibility of recreational opportunities • Reduced number of youth exhibiting risk factors for violence / increased number of youth exhibiting protective factors for violence		<b>Output indicators:</b> • Funding for recreation
			<b>Outcome indicators:</b> • Number of recreation facilities • Number of recreation programs • Number of children participating in recreation programs
			<b>Impact indicators:</b> • Percentage of youth who report having someone they can talk to one-on-one (CCYS)
<b>Socio-ecological level:</b> Societal	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 0 – Adult	<b>Connection for Youth:</b> Out of school
<p>To prevent crime, our young people need to have more opportunities to learn, play and grow.</p> <p>The Landrieu Administration has doubled funding for recreation by committing over \$100 million to new parks and playgrounds, investing in the building of new recreation space across the city. The number of children taking part in kiddie camps has tripled, while the City has partnered with groups like the Red Cross to teach our kids how to swim in 16 new pools. The Mayor and NORDC also launched the “Movies in the Park” program for youth and families, with over 3,075 residents participating. In addition, NORDC provided 1,000 teenagers with an opportunity to attend Teen Camps for the first time. These efforts continue in 2013.</p> <p>In order to leverage recreation resources to prevent youth violence, the City seeks to prioritize recreation resources for areas that experience high rates of crime and violence. These targeted efforts direct resources where they are needed most and enhance the impact of recreation investments on the prevention of youth violence.</p>			

**STRATEGY #5: Foster positive interactions between youth and law enforcement.**

<b>Goal:</b> Intervene at the first sign of risk and respond effectively when violence does occur.	<b>Objective:</b> Increase connections between youth and trusted adults.		<b>Lead:</b> <ul style="list-style-type: none"><li>NOPD</li></ul>	<b>Partners:</b> <ul style="list-style-type: none"><li>OPSB</li><li>RSD</li><li>Charter schools</li></ul>
<b>Risk/protective factors addressed:</b>	<b>Expected impact:</b> <ul style="list-style-type: none"><li>Increased positive interactions between youth and law enforcement</li><li>Increased school safety and school connectedness</li></ul>		<b>Output indicators:</b> <ul style="list-style-type: none"><li>Number of policy changes in support of procedural justice</li><li>Number of trained SROs</li><li>Number of officers trained in G.R.E.A.T. curriculum</li></ul>	
			<b>Outcome indicators:</b> <ul style="list-style-type: none"><li>Percentage of schools with a trained SRO</li><li>Number of students reached by G.R.E.A.T. program</li></ul>	
			<b>Impact indicators:</b> <ul style="list-style-type: none"><li>Percentage of youth who report having someone they can talk to one-on-one (CCYS)</li></ul>	
<b>Socio-ecological level:</b> Relationship	<b>NOLA for Life Pillar:</b> Improve the NOPD	<b>Target Age Group:</b> 9 – 18	<b>Connection for Youth:</b> In school Out of school	
<p>Throughout listening sessions, citizens voiced the need for more positive interactions with New Orleans Police Department. In addition, school leaders and teachers expressed a desire for more school resource officer in schools. <b>In an effort to meet these needs, the City of New Orleans will explore ways to foster positive interactions between youth and law enforcement.</b></p> <ul style="list-style-type: none"><li>The New Orleans Police Department (NOPD) is currently implementing a <b>Procedural Justice</b> initiative which focuses on developing and field testing standardized measures of police-citizen encounters and legitimacy as indicators of organizational excellence. A key element of this work will include the use of a satisfaction survey that asks citizens about encounters they have with police officers. It is anticipated that when the police department measures these elements of police performance, police performance will improve over time, and so too will levels of citizen satisfaction with and trust in the police, therefore building legitimacy and public cooperation with law enforcement.</li><li><b>School Resource Officers (SROs)</b> are beneficial to school districts in assisting with curtailing school violence, while, at the same time, remaining beneficial to the agencies that employ the officers. SROs benefit their respective agencies by providing invaluable information on any criminal activity that may be occurring not only on school campuses but in the community. In addition, school resource officers show their value to police department administrators by acting as a liaison between the police department and the school district. An effective school resource officer program will assist the department with its relationship with the community, specifically youth.</li></ul> <p>It should be noted that the intent of SROs is to improve school safety and provide an additional opportunity for students to connect with a caring adult. The presence of a SRO in a school should not criminalize children or increase their involvement in the juvenile justice system. Nonetheless, there is evidence to suggest that the presence of a law</p>				

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enforcement officer in a school increases the likelihood that routine disciplinary problems will be treated as criminal justice problems, increasing the likelihood of arrests.<sup>38</sup> To guard against this possibility, all SROs should receive training on youth development and behavior and should have clearly defined roles and responsibilities.

- Another possible intervention for increased positive interactions would be the implementation of **Gang Resistance Education And Training (G.R.E.A.T.)**, which is a promising practice and effective gang and violence prevention program built around school-based, law enforcement officer-instructed classroom curricula. The Program is intended as an immunization against delinquency, youth violence, and gang membership for children in the years immediately before the prime ages for introduction into gangs and delinquent behavior.<sup>39</sup>

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<sup>38</sup> As reported in New York Times Editorial Board. (April 18, 2013). Criminalizing children at school. Retrieved from <[http://www.nytimes.com/2013/04/19/opinion/criminalizing-children-at-school.html?\\_r=0](http://www.nytimes.com/2013/04/19/opinion/criminalizing-children-at-school.html?_r=0)>.

<sup>39</sup> Office of Justice Programs. (2013). Gang Resistance Education and Training (G.R.E.A.T.). Retrieved from <<http://www.crimesolutions.gov/ProgramDetails.aspx?ID=249>>.

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*Objective 1.2:* Increase civic engagement around the issue of youth violence and foster leadership.

Youth violence hurts all of us. Everyone needs to own the issue of youth violence. In addition, youth should be a part of the conversation; as young people reminded the Core Team throughout the planning process, the youth voice must be heard in order to truly make an impact on youth violence. The strategies that are part of this objective are meant to increase engagement around the issue of youth violence and to support youth in making their voice heard.

**STRATEGY #6: Build awareness of the costs of youth violence.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Increase civic engagement around the issue of youth violence and foster youth leadership.		<b>Lead:</b> <ul style="list-style-type: none"><li>City of New Orleans</li></ul>	<b>Partner:</b> <ul style="list-style-type: none"><li>National Forum on Youth Violence Prevention</li><li>Youth</li></ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"><li>Cultural norms that support violence</li></ul>	<b>Expected impact:</b> <ul style="list-style-type: none"><li>Increased awareness of the costs and consequences of youth violence</li><li>Change in cultural norms that support violence</li></ul>		<b>Output indicators:</b> <ul style="list-style-type: none"><li>Number of NOLA FOR LIFE Campaign events</li><li>Number of visits to the NOLA FOR LIFE website</li><li>Number of NOLA FOR LIFE Twitter and Facebook followers</li><li>Number of NOLA FOR LIFE media mentions</li></ul>	
			<b>Outcome indicators:</b> <ul style="list-style-type: none"><li>Awareness of the NOLA FOR LIFE Campaign within New Orleans</li><li>Amount of contributions to the NOLA FOR LIFE Fund</li></ul>	
			<b>Impact indicators:</b> <ul style="list-style-type: none"><li>Citywide score on coalition capacity assessment (e.g. STRYVE Capacity Assessment, UNITY Roadmap Gauge)</li></ul>	
<b>Socio-ecological level:</b> Societal	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 0 – Adult	<b>Connection for Youth:</b> Out of school	
We know that youth violence does not just affect the victims and perpetrators. All of New Orleans suffers as a result.				
<b>This strategy aims to increase awareness of the costs and consequences of youth violence and change cultural norms that support violence through the NOLA FOR LIFE Campaign, a coordinated effort to dialogue with all parts of the community about violence.</b> The NOLA FOR LIFE Campaign is designed to raise awareness of the issue of violence on a citywide scale, mirroring the role of the National Forum on Youth Violence Prevention in stimulating a national conversation around the issue.				
The NOLA FOR LIFE Campaign includes several components:				
<ul style="list-style-type: none"><li>Campaign events – A series of activities to spread the word about NOLA FOR LIFE and inform citizens of the ways in which they can get involved; includes outreach to the faith-based community, businesses, universities, and others.</li><li>“Flip the Script” public awareness messages – A public awareness campaign featuring outdoor, print, radio, and video messages with the “Flip the Script” theme. The core idea is that frequent reports that mark each death do little more distract from a critical truth—that there is so much more to the story. The aim is to inspire youth to change their thinking to galvanize the community to work alongside them to flip the script on New Orleans’ future.</li><li>NOLA FOR LIFE Fund – The NOLA FOR LIFE Fund was established to invest in critical human services for those with the highest risk of killing or being killed. The primary goal of the Fund is to organize and make available critical resources to organizations that support better life choices for the youth in New Orleans who are at highest risk for violence. The Fund, managed by the Greater New Orleans Foundation, makes grants to local organizations to increase their capacity to serve the highest risk individuals in our community.</li></ul>				

**STRATEGY #7: Explore ways to engage youth in preventing violence.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Increase civic engagement around the issue of youth violence and foster youth leadership.	<b>Lead:</b> <ul style="list-style-type: none"><li>City of New Orleans</li></ul>	<b>Partners:</b> <ul style="list-style-type: none"><li>Youth organizations (e.g. NORDC Teen Council, Kids Rethink New Orleans Schools, Youth Empowerment Project, Grow Dat Youth Farm, etc.)</li></ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"><li>Problem-solving skills</li><li>Coordination of resources and services</li><li>Community support/connectedness</li></ul>	<b>Expected impact:</b> <ul style="list-style-type: none"><li>Increased opportunities for youth leadership</li><li>Increased number of policies that are informed by youth</li></ul>	<b>Output indicators:</b> <ul style="list-style-type: none"><li>Number of youth who are part of youth leadership body</li><li>Number of meetings of youth leadership body</li></ul>	
		<b>Outcome indicators:</b> <ul style="list-style-type: none"><li>Recommendations of youth leadership body</li><li>Number of new policies or policy changes that are informed by youth</li></ul>	
		<b>Impact indicators:</b> <ul style="list-style-type: none"><li>Citywide score on coalition capacity assessment (e.g. STRYVE Capacity Assessment, UNITY Roadmap Gauge)</li></ul>	
<b>Socio-ecological level:</b> Societal	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 13 – 19	<b>Connection for Youth:</b> Out of school
<p>Youth are assets for our community. Fostering youth leadership is a valuable way to empower young people to participate in decision-making. Ultimately, youth-informed policies—and the process that creates them—promotes protective factors against youth violence.<sup>40</sup></p> <p><b>As part of the National Forum on Youth Violence Prevention, the New Orleans Health Department will explore ways to engage directly with young people in making decisions about youth violence prevention.</b> Possibilities include:</p> <ul style="list-style-type: none"> <li><b>A structured youth leadership body</b> – Following the “youth congress” model that has been effective in cities such as Minneapolis, San Francisco, and Boston, the City could build upon existing program-specific leadership bodies, such as the NORDC Teen Council, and partner with youth engagement organizations, such as Kids Rethink New Orleans Schools, the Youth Empowerment Project, and Midnight Basketball to develop a leadership body that can sustain youth voice in</li> </ul>			

<sup>40</sup> Hipkind and Poremski. (2005) Youth in Governance: Supports and Resources Are Critical Components for Youth Success. *Children, Youth and Environments*, Vol. 15, No. 2, pp. 245-253.

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citywide policymaking on a variety of issues.

- Youth-driven indicators of safety – As part of the evaluation of the *PLAYbook*, the Health Department will seek the input of groups like Kids Rethink New Orleans school in developing indicators to assess youth safety and in collecting data to support the impact evaluation.
- Youth-driven communication – As part of the *PLAYbook*'s communication strategy, the Health Department will explore ways to involve youth in creating and delivering messages about the value of prevention and progress in implementing the *PLAYbook*.
- Direct youth involvement in violence prevention activities – Based on conversations in listening sessions throughout the planning process, youth are eager to be involved in the prevention of youth violence. Furthermore, they are credible messengers who can effectively spread messages to other young people. This potential should be tapped by involving youth directly in activities related to violence prevention (e.g. service and volunteer efforts, opportunities to educate young people).

### STRATEGY #8: Recognize community partners who are helping to prevent violence.

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Increase civic engagement around the issue of youth violence and foster youth leadership.		<b>Lead:</b> <ul style="list-style-type: none"> <li>Neighborhood residents</li> </ul>	<b>Partners:</b> <ul style="list-style-type: none"> <li>City of New Orleans</li> </ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"> <li>Coordination of resources and services</li> <li>Community support/connectedness</li> </ul>	<b>Expected impact:</b> <ul style="list-style-type: none"> <li>Increased awareness of community partners who are part of preventing violence</li> </ul>		<b>Output indicators:</b> <ul style="list-style-type: none"> <li>Number of community honors awards given</li> </ul>	
			<b>Outcome indicators:</b> <ul style="list-style-type: none"> <li>Number of public events recognizing community partners</li> <li>Number of media mentions recognizing community partners</li> </ul>	
			<b>Impact indicators:</b> <ul style="list-style-type: none"> <li>Citywide score on coalition capacity assessment (e.g. STRIVE Capacity Assessment, UNITY Roadmap Gauge)</li> </ul>	
<b>Socio-ecological level:</b> Community	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 0 – Adult	<b>Connection for Youth:</b> Out of school	

In New Orleans, we are fortunate to have a broad network of partners in preventing violence. Some of these partners were recognized with NOLA FOR LIFE Fund grants in February 2013; however, there are still many partners who work to prevent violence every day who go unrecognized.

As part of the planning process for the strategic plan targeting youth violence, the Core Team convened a group of neighborhood residents, comprised of residents of Central City and Little Woods. This group informed the planning process by conducting outreach surveys in their neighborhoods, developing a neighborhood vision, and prioritizing risk and protective factors to be addressed through the strategic plan.

**Using grant funds from the National Forum on Youth Violence Prevention, the City will support neighborhood residents in recognizing community partners who are working in alignment with the neighborhood vision.** Winners of these community honors awards will be selected by neighborhoods and residents; awards will include a small cash prize and public recognition of awarded partners.

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**Objective 1.3:** Increase economic opportunity, including youth employment.

The need to increase economic opportunity was a key factor that was highlighted by neighborhood residents. While young people need more than jobs to be successful, employment is an important way to promote protective factors against violence. Economic opportunities provide alternatives to violence and teach essential life skills to young people.

**STRATEGY #9: Provide youth with economic opportunity.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Increase economic opportunity, including youth employment.	<b>Lead:</b> • Office of Workforce Development / JOB1	<b>Partners:</b> • Business community
<b>Risk/protective factors addressed:</b> • Connection to a caring adult • Problem-solving skills • Community support / connectedness	<b>Expected impact:</b> • Increased economic opportunity for young people	<b>Output indicators:</b> • Number of job sites for NOLA Youth Works • Number of adult mentors partnering with Office of Workforce Development <b>Outcome indicators:</b> • Number of recipients of JOB1 services • Number of participants in Choices program • Number of youth employed through NOLA Youth Works <b>Impact indicators:</b> • Number of opportunity youth in Greater New Orleans Area (Greater New Orleans Community Data Center)	
<b>Socio-ecological level:</b> Individual	<b>NOLA for Life Pillar:</b> Promote Jobs and Opportunity	<b>Target Age Group:</b> 13 – 21	<b>Connection for Youth:</b> Out of school
<p>Jobs can go a long way toward providing hope and opportunity; at the community level, economic opportunity can be a protective factor against violence, especially for young people of color.<sup>41</sup></p> <p><b>As part of its youth violence prevention efforts, the City will support economic opportunity for young people.</b> Examples of the ways in which economic opportunity can be promoted include:</p> <ul style="list-style-type: none"> <li>• <i>Pathways to Prosperity</i> - Overall, the City's broader economic development plan, ProsperityNOLA, is rooted in the belief that for New Orleans to be successful, all citizens must have an equal opportunity to participate in the city's economic growth. To achieve equity that results in wealth and jobs for all, viable pathways must exist for every individual to realize their full professional potential. <i>Pathways to Prosperity</i> is the realignment of the City's workforce development system to focus on preparing individuals who have multiple barriers to entering the workforce while also providing multiple pathways to employment in high demand fields that pay a living wage. In its pilot phase, <i>Pathways'</i> focus is on careers in emerging industries and partners closely with economic development entities, schools, colleges, and social service agencies.</li> <li>• <i>Workforce development</i> – The Office of Workforce Development offers multiple pathways to in-demand jobs in the local economy for individuals irrespective of barriers they have to entering the workforce. Through multiple pathways to entry,</li> </ul>			

<sup>41</sup> Centers for Disease Control and Prevention. (2011). Youth violence: Risk & protective factors. Retrieved from <<http://www.cdc.gov/violenceprevention/youthviolence/riskprotectivefactors.html>>.

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coordinated planning, and strategic utilization of resources, the Office of Workforce Development focusing on preparing youth for careers in high-demand industries like construction, health care, and digital media. At JOB1, services available to youth include:

- Tutoring and study skills training
  - Alternative secondary school
  - Paid and unpaid work experience
  - Free occupational skills training
  - Adult mentoring
  - Leadership development
  - Supportive services
  - Follow-up services
  - Comprehensive counseling
- Choices Program – Available to youth involved in the juvenile justice system, Choices is a 12 week program that combines educational attainment via workshops with work experience. Participants receive weekly stipends of \$100.
- Mayor's NOLA Youth Works Summer Employment Program – NOLA Youth Works partners with private and non-profit companies and organizations to provide quality summer experiences that are safe, structured, and properly supervised environments. In 2013, the program will serve 1,600 young people ages 13 to 21 with six program offerings.

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**STRATEGY #10: Develop a mobile application to display social service resources in real time.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Increase economic opportunity, including youth employment.		<b>Lead:</b> <ul style="list-style-type: none"> <li>• NOHD</li> </ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"> <li>• Coordination of resources</li> <li>• Access to mental health / substance abuse services</li> <li>• Community support/connectedness</li> </ul>		<b>Expected impact:</b> <ul style="list-style-type: none"> <li>• Increased coordination of social services</li> <li>• Increased service uptake</li> </ul>	<b>Output indicators:</b> <ul style="list-style-type: none"> <li>• Realtime Resources website or mobile app</li> </ul>
			<b>Outcome indicators:</b> <ul style="list-style-type: none"> <li>• Number of social service providers using mobile application to make referrals</li> <li>• Number of individuals connected to services via app</li> </ul>
			<b>Impact indicators:</b> <ul style="list-style-type: none"> <li>• Number of opportunity youth in the Greater New Orleans area (Greater New Orleans Community Data Center)</li> </ul>
<b>Socio-ecological level:</b> Individual Community	<b>NOLA for Life Pillar:</b> Promote Jobs and Opportunity	<b>Target Age Group:</b> 16 – 24	<b>Connection for Youth:</b> Out of school
<p><b>Realtime Resources is a systems coordination division of the Health Department that seeks to identify and maintain a list of all social and community based services available to residents of New Orleans.</b> After gathering the information about these services, Realtime Resources will use community outreach to both maintain an up to date understanding of the resources available and engage in public education about the utility of the Realtime Resources program. Finally, Realtime Resources will continue development on a real-time application that allows users to identify services available near a given location, instantly provide user feedback on a given service, and provide real-time feedback on the accuracy of the information provided.</p>			

**STRATEGY #11: Integrate youth violence prevention activities with efforts to reconnect opportunity youth to education and employment.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Increase economic opportunity, including youth employment.	<b>Lead:</b> <ul style="list-style-type: none"><li>Partnership for Youth Development</li><li>Cowen Institute</li><li>NOLA FOR LIFE Community of Practice</li></ul>	<b>Partners:</b> <ul style="list-style-type: none"><li>Opportunity youth-serving community-based organizations (e.g. Youth Empowerment Project, Total Community Action, Covenant House)</li><li>City of New Orleans</li><li>Aspen Institute</li><li>Children and Youth Planning Board</li></ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"><li>Coordination of resources</li><li>Community support/connectedness</li></ul>	<b>Expected impact:</b> <ul style="list-style-type: none"><li>Increased coordination of services</li><li>Improved access to education and employment opportunities</li></ul>	<b>Output indicators:</b> <ul style="list-style-type: none"><li>Development of a New Orleans youth master plan</li></ul>	
		<b>Outcome indicators:</b> <ul style="list-style-type: none"><li>TBD by youth master planning process</li></ul>	
		<b>Impact indicators:</b> <ul style="list-style-type: none"><li>Number of opportunity youth in the Greater New Orleans area (Greater New Orleans Community Data Center)</li></ul>	
<b>Socio-ecological level:</b> Societal	<b>NOLA for Life Pillar:</b> Promote Jobs and Opportunity	<b>Target Age Group:</b> 16 – 24	<b>Connection for Youth:</b> Out of school
Opportunity youth—also known as disconnected youth—are young adults aged 16 – 24 who are neither in school nor working. There are between 12,195 and 15,781 opportunity youth in the Greater New Orleans area. <sup>42</sup> Reconnecting these young people to education and employment is vital. In the words of Tulane University President Scott Cowen, “We need to better support these youth, who have enormous potential to contribute to their community and have claimed the city as their own during the good times and bad. Creating more robust pathways to education and employment for all youth, while supporting their basic needs, must be a priority as we continue to build the city that we aspire to be.”			

<sup>42</sup> Cowen Institute for Public Education Initiatives. (2013). Reconnecting opportunity youth. Retrieved from <<http://www.coweninstitute.com/reconnecting-opportunity-youth/>>.

### Strategy Legend

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The **Partnership for Youth Development** (PYD) has begun to convene partners and coordinate the process of youth master planning. The resulting youth master plan will be a comprehensive blueprint to coordinate services provided by multiple stakeholders across age groups, sectors, and outcome areas. This early work was recently recognized with a grant from the Aspen Forum for Community Solutions Opportunity Youth Incentive Fund, which will support further cross-sector collaboration to reconnect opportunity youth to education and work.

However, progress in this area is not awaiting the completion of a youth master plan. Several groups are already active in reconnecting opportunity youth.

- The **NOLA FOR LIFE Community of Practice** (CoP), a group of nine grantees of the NOLA FOR LIFE Fund, has been convened by the City to bring together a diverse group of service providers to network, coordinate programming, identify policy barriers, and improve service delivery to better serve high risk individuals. As a result of additional resources from the NOLA FOR LIFE fund and monthly meetings of the CoP a more cohesive and connected system of social services will emerge.
- The **Cowen Institute for Public Education Initiatives** at Tulane University has developed a *Reconnecting Opportunity Youth* initiative, which examines the causes and provides analysis of the challenges that opportunity youth face. This initiative brings important research and analytical expertise to bear on the issue of opportunity youth.

*Objective 1.4:* Enhance support services for parents and families.

Throughout the planning process, the Core Team heard of the importance of supporting positive youth development by ensuring positive home and family environments. These strategies recognize the value of positive parenting and the broad need to support parents in raising their children in safe, stable and nurturing environments.

#### STRATEGY #12: Identify and offer support for victims of family violence through City-operated WIC clinics.

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Enhance support services for parents and families.		<b>Lead:</b> <ul style="list-style-type: none"><li>• NOHD</li></ul>	<b>Partners:</b> <ul style="list-style-type: none"><li>• New Orleans Family Justice Center</li></ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"><li>• Parent supports</li><li>• Problem-solving skills</li></ul>	<b>Expected impact:</b> <ul style="list-style-type: none"><li>• Increased family safety</li><li>• Decreased exposure to family violence</li></ul>		<b>Output indicators:</b> <ul style="list-style-type: none"><li>• Number of referrals for supportive services</li></ul>	
			<b>Outcome indicators:</b> <ul style="list-style-type: none"><li>• Family safety (as measured by re-screening with family violence prompt)</li></ul>	
			<b>Impact indicators:</b> <ul style="list-style-type: none"><li>• Number of individuals reporting adverse childhood experiences (ACES) (BRFSS)</li></ul>	
<b>Socio-ecological level:</b> Relationship	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 0 – 5	<b>Connection for Youth:</b> At home	
<b>In addressing youth violence, the New Orleans Health Department seeks to prevent family violence through interventions in City-operated WIC clinics.</b> These interventions will address intimate partner violence: <ul style="list-style-type: none"><li>• <i>Improve the recognition and referral for treatment of women and children in the WIC program who are at risk for trauma, abuse, and neglect.</i> This initiative is a domestic violence screening program in City-operated WIC clinics. Through a partnership with the New Orleans Family Justice Center (NOFJC), all adult participants receive a brief screen to assess risk of intimate partner violence, are offered services from the NOFJC, and are given referrals for further services as appropriate. In 2013, this initiative is being piloted in the Central City WIC clinic.</li></ul>				

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Strategy Legend  
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**Strategy #13: Prevent family violence through positive parenting programs.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Enhance support services for parents and families.	<b>Lead:</b> • NOHD	<b>Partners:</b> • Healthy Start • Parent support organizations (e.g. Children's Bureau, Family Service of Greater New Orleans, etc.)
<b>Risk/protective factors addressed:</b> • Parent supports • Problem-solving skills	<b>Expected impact:</b> • Increased use of positive parenting techniques • Promotion of norms that support positive parenting	<b>Output indicators:</b> • Number of WIC participants who participate in evidence-based positive-parenting programs	
		<b>Outcome indicators:</b> • Percentage of WIC participants who report using positive parenting techniques	
		<b>Impact indicators:</b> • Number of individuals reporting adverse childhood experiences (ACES) (BRFSS)	
<b>Socio-ecological level:</b> Relationship	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 0 – 5	<b>Connection for Youth:</b> At home
<p><b>In addressing youth violence, the New Orleans Health Department seeks to prevent family violence through interventions in City-operated WIC clinics.</b> This intervention will address child maltreatment:</p> <ul style="list-style-type: none"> <li>Through collaboration with WIC, Healthy Start, and NOHD's Violence &amp; Behavioral Health Team, explore the possibility of adopting an evidence-based positive parenting program to promote the primary prevention of child maltreatment. Early interventions are key to preventing youth violence; early childhood exposure to adversities increases the risk of lifetime physical and mental health consequences, in addition to violence. By investing in programs that support raising infants and young children in healthy, safe, stable and nurturing surroundings, we can prevent youth violence and promote a lifetime of positive outcomes for our children.<sup>43</sup> As part of this plan to address youth violence, Health Department staff will explore the possibility of implementing parenting programs that support safe, stable, and nurturing relationships in the City's WIC clinics.</li> </ul>			

<sup>43</sup> Centers for Disease Control and Prevention. (2010). Safe, stable, and nurturing relationships may shield children against poor health later in life. Retrieved from <[http://www.cdc.gov/ViolencePrevention/pub/healthy\\_infants.html](http://www.cdc.gov/ViolencePrevention/pub/healthy_infants.html)>.

**STRATEGY #14: Strategically deploy family support resources in priority neighborhoods.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Enhance support services for parents and families.	<b>Lead:</b> • NOHD	<b>Partners:</b> • Healthy Start • Best Baby Zone • Nurse Family Partnership • Parents and families
<b>Risk/protective factors addressed:</b> • Parent supports • Problem-solving skills • Coordination of resources	<b>Expected impact:</b> • Increased use of positive parenting techniques • Promotion of norms that support positive parenting	<b>Output indicators:</b> • Number of individuals enrolled in family support programs in priority neighborhoods	
		<b>Outcome indicators:</b> • Number of parents using positive parenting techniques in priority neighborhoods • Number of children in safe, stable, and nurturing relationships in priority neighborhoods	
		<b>Impact indicators:</b> • Number of individuals reporting adverse childhood experiences (ACES) (BRFSS)	
<b>Socio-ecological level:</b> Relationship	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 0 – 5	<b>Connection for Youth:</b> At home
<p>In New Orleans, there are a number of evidence-based and promising best practices that are already active, including the Nurse-Family Partnership and Healthy Start. Both of these programs take a life course approach to youth development, emphasizing the ways in which early experiences can influence later life events. The benefits of such an approach are manifold; for example, the Nurse-Family Partnership, a home-visitation program for low-income first-time mothers, has demonstrated improved prenatal health, fewer childhood injuries, fewer subsequent pregnancies, increased intervals between births, increased maternal employment, and improved school readiness.<sup>44</sup></p> <p><b>The New Orleans Health Department seeks to coordinate these existing resources for family support by focusing program activities in high-need neighborhoods.</b> The ultimate goal of this effort is to increase support for parents and families in neighborhoods that are most impacted by violence.</p> <p>The Best Baby Zone (BBZ) model, currently being implemented in the Hollygrove neighborhood, provides an example of the potential impact of targeting family support services on high-need neighborhoods. The BBZ initiative is a multi-sector approach to addressing disparities in birth and health outcomes by mobilizing communities to address the social determinants that affect health. In Harlem, the model reduced infant mortality by 50% and has been shown to have a positive impact on other health outcomes for children.<sup>45</sup> By concentrating resources in a targeted area, we can substantially improve youth outcomes.</p>			

<sup>44</sup> Nurse-Family Partnership. (2013). Proven results. Retrieved from <<http://www.nursefamilypartnership.org/proven-results>>.

<sup>45</sup> Ricks, L. (July 19, 2013). Hollygrove initiative aims to improve kids' outcomes from birth. Retrieve from <<http://theadvocate.com/news/neworleans/6530831-148/hollygrove-initiative-aims-to-improve>>.

*Strategy Legend*

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*Objective 1.5:* Increase neighborhood connectedness by improving the built environment.

Neighborhood residents spoke at length about the importance of connections between neighbors in promoting safe and vibrant neighborhoods. Many times, these connections are disrupted by conditions in the built environment that invoke and compound the trauma of high rates of community violence. Lack of appropriate lighting, blight, and trash all negatively impact a place's health. By improving our neighborhoods' environments, we can begin to restore our connections as neighbors.

**STRATEGY #15: Focus City and citizen efforts on hotspot areas through NOLA FOR LIFE Volunteer Days.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Increase neighborhood connectedness by improving the built environment.	<b>Lead:</b> <ul style="list-style-type: none"> <li>City of New Orleans</li> </ul>	<b>Partners:</b> <ul style="list-style-type: none"> <li>Volunteer individuals and agencies</li> </ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"> <li>Community support/connectedness</li> <li>Coordination of resources</li> </ul>	<b>Expected impact:</b> <ul style="list-style-type: none"> <li>Improved built environment in high crime areas</li> </ul>	<b>Output indicators:</b> <ul style="list-style-type: none"> <li>Number of street lights repaired</li> <li>Number of potholes filled</li> </ul>	
		<b>Outcome indicators:</b> <ul style="list-style-type: none"> <li>Increased use of parks that have been part of NOLA FOR LIFE Day</li> </ul>	
		<b>Impact indicators:</b> <ul style="list-style-type: none"> <li>Percentage of residents surveyed who feel safe or very safe around their homes during the day (UNO Quality of Life Survey)</li> </ul>	
<b>Socio-ecological level:</b> Community	<b>NOLA for Life Pillar:</b> Get Involved and Rebuild Neighborhoods	<b>Target Age Group:</b> 0 – Adult	<b>Connection for Youth:</b> Out of school
<p>NOLA FOR LIFE is about making our neighborhoods safer and enhancing the quality of life for our residents. <b>NOLA FOR LIFE Days focus the efforts of citizens, City and partner agencies, and NOPD to clean up crime hotspots and revitalize neighborhoods.</b> At the most recent NOLA FOR LIFE Day, over 250 volunteers and more than 50 organizations came together to pick up trash, fix street lights, tear down blight, and paint over graffiti in McDonogh Playground. At the same time, City departments and agencies filled 294 potholes and repaired 436 street lights in the surrounding neighborhood. In addition, NOLA FOR LIFE Days foster social cohesion, serving as a catalyst for improved social bonds and establishing a place for shared community pride and connection. These activities will continue, as the City seeks to mobilize more volunteers and coordinate more organizational efforts to bring services to high-crime areas.</p>			

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**STRATEGY #16: Light up the city with targeted repairs to streetlights.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Increase neighborhood connectedness by improving the built environment.	<b>Lead:</b> <ul style="list-style-type: none"><li>Department of Public Works</li></ul>	
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"><li>Community support/connectedness</li><li>Coordination of resources</li></ul>	<b>Expected impact:</b> <ul style="list-style-type: none"><li>Improved built environment in high crime areas</li></ul>	<b>Output indicators:</b> <ul style="list-style-type: none"><li>Number of streetlights repaired</li></ul>	
		<b>Outcome indicators:</b> <ul style="list-style-type: none"><li>Percentage of streetlights in need of repair</li></ul>	
		<b>Impact indicators:</b> <ul style="list-style-type: none"><li>Percentage of residents surveyed who feel safe or very safe around their homes at night (UNO Quality of Life Survey)</li></ul>	
<b>Socio-ecological level:</b> Community	<b>NOLA for Life Pillar:</b> Get Involved and Rebuild Neighborhoods	<b>Target Age Group:</b> 0 – Adult	<b>Connection for Youth:</b> Out of school
<p>Since taking office, Mayor Landrieu has made repairing the city’s 54,400 street lights a priority. In 2012, the City committed additional funding to expand from 3 repair crews to 6 crews, a 5-day work week to a 6-day work week, and from 8 hours per day to 13 hours per day.</p> <p><b>The City will continue to leverage streetlight repair efforts to support violence prevention.</b> As part of this strategy, the Department of Public Works will coordinate with NOPD to focus repairs on hotspot areas that can most benefit from improvements to the built environment.</p>			

**STRATEGY #17: Provide access to safe and healthy environments.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Increase neighborhood connectedness by improving the built environment		<b>Lead:</b> <ul style="list-style-type: none"><li>LPHI</li><li>NORDC</li></ul>	<b>Partners:</b> <ul style="list-style-type: none"><li>NOHD</li><li>NOPD</li><li>Tulane PRC</li><li>Market Umbrella</li></ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"><li>Connection to a caring adult</li><li>Caring neighborhoods where people look out for each other</li><li>Community support/connectedness</li><li>Coordination of resources and services among agencies</li></ul>	<b>Expected impact:</b> <ul style="list-style-type: none"><li>Increased social cohesion in priority neighborhoods</li></ul>	<b>Output indicators:</b> <ul style="list-style-type: none"><li>Number of neighborhood meetings, surveys and focus groups conducted to determine desired park improvements and programming</li><li>Number of booster clubs trained in sustaining park improvements</li><li>Number of scheduled police officers and volunteer reservists/ auxiliaries to help supervise parks during high use hours</li><li>Number of finished parks built, environment improvements and recreational equipment obtained</li></ul>		
		<b>Outcome indicators:</b> <ul style="list-style-type: none"><li>Awareness of neighborhood residents of park and programming improvements</li><li>Usage of parks by families</li><li>Safety/security levels in parks</li></ul>		
		<b>Impact indicators:</b> <ul style="list-style-type: none"><li>Percentage of residents surveyed who feel safe or very safe around their homes during the day (UNO Quality of Life Survey)</li></ul>		
<b>Socio-ecological level:</b> Community	<b>NOLA for Life Pillar:</b> Get Involved and Rebuild Neighborhoods	<b>Target Age Group:</b> 6 – Adult	<b>Connection for Youth:</b> Out of school	
<p>Social Capital involves the time and effort allocated for building community bonds between residents through recreation, neighborhood improvement projects and active civic participation.<sup>46</sup></p> <p><b>In order to develop social capital, this strategy coordinates synergistic activities to increase use of underused neighborhood parks and facilitate connections between community members and key community institutions.</b></p> <p>The core components of the project are the following:</p> <ul style="list-style-type: none"><li><b>Park and Playground Safety:</b> Through community policing and a greater presence of law enforcement and volunteers from the Police and Justice Foundation, the project increases the amount of supervision and security of the parks and surrounding neighborhood</li><li><b>Built Environment:</b> The project will improve park aesthetics and draw users to the upgraded facilities through infrastructure investments and renovations</li><li><b>Expand Physical Activity Programming:</b> The project will fund an increase in the number of inter-generational and community-based physical activity programming and athletic/recreational leagues</li></ul>				

<sup>46</sup> Centers for Disease Control and Prevention. (2013). Social capital. Retrieved from <<http://www.cdc.gov/healthyplaces/healthtopics/social.htm>>.

*Strategy Legend*

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- Outreach and Messaging: Fit NOLA Project partners will engage the community to identify appropriate programming options and work with booster clubs and neighborhood associations to effectively market the park and available programs
- Fruit and Veggie Prescription: Health Care providers will distribute vouchers to expectant mothers and patients with diabetes during monthly visits that are redeemable for fresh fruits and vegetables at area farmers' markets

The Blue Cross Blue Shield Fit NOLA project focuses on three parks: St. Roch Park (St. Roch), Taylor Park (Central City) and Thompson Park (Hoffman Triangle). Lessons learned from these pilot sites will act as a catalyst to accelerate fitness and social capital developments throughout other neighborhood parks in New Orleans, thus increasing access to safe, positive places for youth and families.

The Louisiana Public Health Institute, New Orleans Health Department, New Orleans Police Department, New Orleans Recreation Development Commission, Prevention Research Center at Tulane University, Market Umbrella, booster clubs, neighborhood association, health care providers and other City agencies are partnering to make these three parks thriving cornerstones of the neighborhood and increase exposure to farmers markets. The creation of environments that foster social connectedness increase youth violence prevention protective factors and also lead to healthy decisions about physical activity and nutrition.

**STRATEGY #18: Explore the possibility of violence prevention through additional modifications to the built environment.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Increase neighborhood connectedness by improving the built environment.		<b>Lead:</b> <ul style="list-style-type: none"><li>City of New Orleans</li></ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"><li>Community support / connectedness</li><li>Coordination of resources</li></ul>	<b>Expected impact:</b> <ul style="list-style-type: none"><li>Improved built environment in high crime areas</li></ul>	<b>Output indicators:</b> <ul style="list-style-type: none"><li>Number of policy changes to support safe spaces</li></ul>	
		<b>Outcome indicators:</b> <ul style="list-style-type: none"><li>Amount of funding to support built environment modifications to prevent violence</li></ul>	
		<b>Impact indicators:</b> <ul style="list-style-type: none"><li>Percentage of residents surveyed who feel safe or very safe around their homes during the day (UNO Quality of Life Survey)</li><li>Percentage of residents surveyed who feel safe or very safe around their homes at night (UNO Quality of Life Survey)</li></ul>	
<b>Socio-ecological level:</b> Community	<b>NOLA for Life Pillar:</b> Get Involved and Rebuild Neighborhoods	<b>Target Age Group:</b> 0 – Adult	<b>Connection for Youth:</b> Out of school
<b>In addition to the existing efforts to improve the built environment, New Orleans will explore additional possibilities for violence prevention through modifications to the built environment.</b> Examples of these built environment modifications include: <ul style="list-style-type: none"><li><u>Complete streets</u> – In 2011, New Orleans City Council approved a complete streets ordinance, which requires that all transportation improvements are planned, designed, and constructed to encourage walking, bicycling, and transit use. The ordinance also stipulates that streets include features such as sidewalks, bike lanes, bike racks, crosswalks, traffic calming measures, street and sidewalk lighting, and targeted bicycle and pedestrian safety improvements. Complete streets policies improve transportation infrastructure and promote activities such as walking and biking; however, they can also help to prevent violence. As complete streets policies are implemented in New Orleans, the City will explore the way that built environment improvements can be leveraged to support violence prevention.</li><li><u>Joint use agreements</u> – Joint use agreements are policies that expand access to recreational opportunities by allowing the shared use of school and community facilities. Many schools have a variety of recreational facilities , such as gyms, playgrounds, and tracks; however, schools often close their facilities after hours due to concerns about costs, security, maintenance, and liability.<sup>47</sup> Joint use agreements provide for shared responsibility between organizations and allow facilities to remain open for student and community use after school hours. By maximizing available recreational resources, joint use agreements are a potential way to promote healthy lifestyles and prevent violence by expanding access to safe recreational spaces. In coordination with the Fit NOLA Partnership, the City will explore opportunities to expand joint use agreements to prevent violence, especially in neighborhoods with high need for recreational facilities.</li><li>Public transit – In listening sessions, many young people described a lack of access to safe spaces for play. Youth</li></ul>			

<sup>47</sup> Safe Routes to School National Partnership. (2013). Shared use of school and community facilities. Retrieved from <<http://www.saferoutespartnership.org/state/bestpractices/shareduse>>.

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described challenges in access to the public transit system, as well as concerns about safety in and around the public transportation system. As part of this strategy for violence prevention, the City will explore ways to expand access to recreational opportunities via public transit and built environment improvements to enhance public transit safety for young people.

- Policy changes to promote safe spaces – In addition to the areas described above, the City will explore additional opportunities for violence prevention policies that integrate crime prevention through environmental design strategies. Examples of potential policy changes include enhanced lighting for parks and other public spaces, expansion of sidewalks and bike lanes, and other policies that promote public ownership over safe spaces.

*Strategy Legend*

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*Objective 1.6:* Build organizational capacity to prevent youth violence.

Throughout the planning process, community partners described the need for greater coordination and collaboration, not a series of new programs. We know that by uniting our efforts, our collective impact can achieve much more than any one standalone program. These strategies are designed to foster coordination of youth resources and to marshal those resources for the task of preventing youth violence.

**STRATEGY #19: Improve system coordination in behavioral health care.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Build organizational capacity to prevent violence.		<b>Lead:</b> <ul style="list-style-type: none"><li>• NOHD</li><li>• MHSD</li></ul>	<b>Partners:</b> <ul style="list-style-type: none"><li>• Behavioral Health Council</li><li>• Louisiana Office of Behavioral Health</li><li>• Greater New Orleans Drug Demand Reduction Coalition</li></ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"><li>• Coordination of resources</li><li>• Access to mental health / substance abuse services</li></ul>	<b>Expected impact:</b> <ul style="list-style-type: none"><li>• Improved coordination of behavioral health care</li><li>• Increased access to mental health and substance abuse services</li></ul>		<b>Output indicators:</b> <ul style="list-style-type: none"><li>• Number of meetings of Behavioral Health Council and workgroups</li><li>• Development of an annual report detailing the state of the behavioral health system and the Behavioral Health Council’s efforts to coordinate behavioral health services</li></ul>	
			<b>Outcome indicators:</b> <ul style="list-style-type: none"><li>• Development of an annual report detailing the state of the behavioral health system and the Behavioral Health Council’s efforts to coordinate behavioral health services</li></ul>	
			<b>Impact indicators:</b> <ul style="list-style-type: none"><li>• Score on coalition capacity assessment (e.g. STRYVE Capacity Assessment, UNITY Roadmap Gauge)</li></ul>	
<b>Socio-ecological level:</b> Societal	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 0 – Adult	<b>Connection for Youth:</b> Out of school	
<p>Social and emotional wellness are essential components of public health. However, as numerous listening sessions made clear, access to youth behavioral health services is limited. <b>The City is committed to improving coordination in the behavioral health system in order to increase access to mental health and substance abuse services for young people.</b></p> <p>Over the past two years, the New Orleans Health Department has engaged with numerous stakeholders from across the behavioral health community. The result was “Behavioral Health in New Orleans 2012: Recommendations for Systems Change”, a strategic framework for behavioral health coordination. This document makes several recommendations for coordinating services for youth, which are integrated throughout this plan:</p> <ol style="list-style-type: none"><li>1) Focusing on health promotion and prevention</li><li>2) Addressing risk factors and promoting protective factors</li><li>3) Supporting the Coordinated System of Care</li><li>4) Increasing access to school-based mental health services</li><li>5) Providing trauma-informed care</li><li>6) Promoting family and youth participation</li></ol>				

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As an outgrowth of the behavioral health strategic framework, the City of New Orleans created the Behavioral Health Council, a community-based leadership body for behavioral health system coordination. The group, which is co-chaired by the New Orleans Health Department and Metropolitan Human Services District, brings together providers, consumers, and advocates to set a community-wide agenda for behavioral health.

One of the Behavioral Health Council's priorities is ensuring access to youth behavioral health care. To this end, the Council has supported the development of a Children's Behavioral Health Dashboard to track system-level indicators of capacity and has conducted asset mapping to assess gaps in the youth behavioral health system. In addition, the Council has informed the creation of a series of behavioral health trainings for local providers in evidence-based practices for responding to trauma. Moving forward, the work of the Behavioral Health Council will continue to support the prevention of youth violence.

### STRATEGY #20: Enhance youth data sources.

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Build organizational capacity for youth violence.	<b>Lead:</b> • NOHD	<b>Partners:</b> • Picard Center • RSD • OPSB • Charter schools
<b>Risk/protective factors addressed:</b> • Coordination of resources	<b>Expected impact:</b> • Improved data quality related to risk and protective factors for youth violence	<b>Output indicators:</b> • Number of schools trained in CCYS grant administration	
		<b>Outcome indicators:</b> • CCYS response rate	
		<b>Impact indicators:</b> • Score on coalition capacity assessment (e.g. STRIVE Capacity Assessment, UNITY Roadmap Gauge)	
<b>Socio-ecological level:</b> Societal	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 0 – Adult	<b>Connection for Youth:</b> Out of school
<p>Quality data on the prevalence of risk and protective factors for youth violence is essential for prevention planning and informed decision-making.</p> <p>The Caring Communities Youth Survey (CCYS), administered biannually to 6<sup>th</sup>, 8<sup>th</sup>, 10<sup>th</sup>, and 12<sup>th</sup> grade students in Louisiana, is a key source of youth data. However, this resource is currently under-utilized; in 2012, the response rate for the CCYS in New Orleans was 17.3%, up from 10% in 2010. Increasing the response rate on this survey will provide more representative data, supporting data-driven decisions by policymakers. In addition, improved data collection will build the Health Department's core public health capacity in violence prevention by providing quality data for evaluation purposes.</p> <p>The Health Department will partner with the Picard Center to increase participation in the CCYS by all schools, including charter schools. Activities will include messaging the importance of survey data for local policymakers, outreach to schools to raise awareness of the survey, and training and technical assistance in survey administration and using survey data for prevention planning.</p>			

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**STRATEGY #21: Build partnerships with the academic community to prevent youth violence.**

<b>Goal:</b> Stop violence from happening before it occurs.	<b>Objective:</b> Build organizational capacity to prevent youth violence.	<b>Lead:</b> • NOHD	<b>Partners:</b> • Dillard • Loyola • Tulane • SUNO • UNO • Xavier
<b>Risk/protective factors addressed:</b> • Coordination of resources	<b>Expected impact:</b> • Increased engagement of academic partners in youth violence prevention activities • Enhanced community-wide capacity to prevent violence	<b>Output indicators:</b> • Number of academic partner institutions	
		<b>Outcome indicators:</b> • Number of collaborative projects with academic community to prevent violence	
		<b>Impact indicators:</b> • Score on coalition capacity assessment (e.g. STRIVE Capacity Assessment, UNITY Roadmap Gauge)	
<b>Socio-ecological level:</b> Societal	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 0 – Adult	<b>Connection for Youth:</b> Out of school
<p>New Orleans benefits from a number of outstanding colleges and universities, including Dillard University, Loyola University, Tulane University, Southern University at New Orleans (SUNO), University of New Orleans (UNO), and Xavier University. These institutions boast experts in public health, law, social work, criminal justice, and many other disciplines related to youth violence prevention. At the same time, many academic partners are eager to be involved in efforts to improve quality of life in the city; to date, the academy has not been engaged to the full extent possible.</p> <p>To help bridge the gap between research and practice, the Health Department will collaborate with academic partners to prevent youth violence. Potential collaborative projects include research and evaluation of youth violence prevention activities, public service, and consultation with academic partners to ensure the implementation of best practices.</p>			

*Strategy Legend*

BLUE = ONGOING

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**IN THE THICK: *Intervention & Enforcement* - Strategies to reduce the impact of risk factors.**

Goal 2: Intervene at the first sign of risk and respond effectively when violence does occur.

We cannot prevent every act of violence. Violence will happen and when it does, we must be prepared to redirect those who have gone down the wrong path and deliver consequences for those who break the law.

*Objective 2.1:* Expand the implementation of evidence-based intervention practices.

We must help young people who engage in risky behavior (e.g. skip school) find a different path. As part of this, we must take steps to support our youth's social, emotional, and mental health needs. These strategies are designed to intervene in cases where young people exhibit signs that they are at risk of violence.

**STRATEGY #22: Interrupt the cycle of violence through targeted street outreach.**

<b>Goal:</b> Intervene at the first sign of risk and respond effectively when violence does occur.	<b>Objective:</b> Expand the implementation of evidence-based intervention practices.	<b>Lead:</b> <ul style="list-style-type: none"><li>City of New Orleans</li></ul>	<b>Partner:</b> <ul style="list-style-type: none"><li>Urban League of Greater New Orleans</li></ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"><li>Problem-solving skills</li><li>Community support/connectedness</li><li>Cultural norms that support violence</li><li>Coordination of resources</li></ul>	<b>Expected impact:</b> <ul style="list-style-type: none"><li>Decreased risk factors</li><li>Increased pro-social behaviors</li><li>Increased community cohesion and supports</li><li>Decreased gun-related conflicts</li></ul>	<b>Output indicators:</b> <ul style="list-style-type: none"><li>Number of participants in CeaseFire Central City</li><li>Number of conflicts receiving mediation</li><li>Number of residents/organizations engaged in CeaseFire</li><li>Percentage of conflicts initially resolved</li><li>Percentage of participants receiving services</li></ul>	
		<b>Outcome indicators:</b> <ul style="list-style-type: none"><li>Number of shootings in target neighborhood</li><li>Number of murders in target neighborhood</li></ul>	
		<b>Impact indicators:</b> <ul style="list-style-type: none"><li>Number of murders with victims under the age of 25 (NOPD Homicide Data)</li></ul>	
<b>Socio-ecological level:</b> Individual Interpersonal Community	<b>NOLA for Life Pillar:</b> Stop the Shootings	<b>Target Age Group:</b> 15 – 26	<b>Connection for Youth:</b> Out of school
The CeaseFire New Orleans model, a public health approach to violence intervention, uses street level outreach and conflict mediation to drastically reduce incidences of homicide and gun violence in a strategically chosen target area. The model relies on credible messengers to deliver strong messages about conflict resolution, redirection, and community responsibility using cognitive behavioral techniques. In addition to Outreach Workers and Violence Interrupters, the program uses community			

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mobilization and public education strategies to engage whole communities in the effort to reduce shootings and killings.

CeaseFire New Orleans Central City uses collaboration and coordination to ensure that its efforts match up with the needs of participants and the Central City neighborhood. Focus groups, workshops, and joint activities and events are used to strategically gather input from residents and participants. Current efforts include outreach to schools, churches, and other protective institutions as a part of a larger effort to increase community cohesion around policy issues that impact gun violence.

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**STRATEGY #23: Interrupt the cycle of violence through targeted hospital response following shootings.**

<b>Goal:</b> Intervene at the first sign of risk and respond effectively when violence does occur.	<b>Objective:</b> Expand the implementation of evidence-based intervention practices.	<b>Lead:</b> <ul style="list-style-type: none"> <li>City of New Orleans</li> </ul>	<b>Partners:</b> <ul style="list-style-type: none"> <li>Urban League of Greater New Orleans</li> <li>ILH Trauma Center</li> </ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"> <li>Problem-solving skills</li> <li>Community support/connectedness</li> <li>Cultural norms that support violence</li> <li>Coordination of resources</li> </ul>	<b>Expected impact:</b> <ul style="list-style-type: none"> <li>Decrease risk factors</li> <li>Increase pro-social behaviors</li> <li>Increase community cohesion and supports</li> <li>Decrease gun-related conflicts</li> </ul>	<b>Output indicators:</b> <ul style="list-style-type: none"> <li>Number of participants in CeaseFire Hospital Response</li> <li>Number of conflicts receiving mediation</li> <li>Number of residents/organizations engaged in CeaseFire</li> <li>Percentage of conflicts initially resolved</li> <li>Percentage of participants receiving services</li> </ul>	
		<b>Outcome indicators:</b> <ul style="list-style-type: none"> <li>Number of shootings in target response area</li> <li>Number of murders in target response area</li> </ul>	
		<b>Impact indicators:</b> <ul style="list-style-type: none"> <li>Number of murders with victims under the age of 25 (NOPD Homicide Data)</li> </ul>	
<b>Socio-ecological level:</b> Individual Interpersonal Community	<b>NOLA for Life Pillar:</b> Stop the Shootings	<b>Target Age Group:</b> 16 – 25	<b>Connection for Youth:</b> Out of school
<p>The CeaseFire New Orleans model, a public health approach to violence intervention, uses street level outreach and conflict mediation to drastically reduce incidences of homicide and gun violence, based in the ILH Trauma Center. The Hospital Response Initiative adapts the CeaseFire New Orleans model by dispatching violence interrupters to the hospital in the wake of a shooting to defuse violent situations and promote alternatives to violence. The model relies on credible messengers to deliver strong messages about conflict resolution, redirection, and community responsibility using cognitive behavioral techniques. In addition to Case Workers and Hospital Responders, the program will use faith-based mobilization strategies to engage whole communities in the effort to reduce shootings and killings.</p> <p>The Hospital Response Initiative will rely heavily on partnerships with the faith-based community. Recognizing that collective efficacy is an important protective factor for gun violence, the hospital response initiative will partner with faith-based institutions and leaders around the city for hospital responses, community events, workshops, and focus groups, and for guiding best practices in faith-based intervention strategies.</p>			

**STRATEGY #24: Support the reform of truancy policies and procedures.**

<b>Goal:</b> Intervene at the first sign of risk and respond effectively when violence does occur.	<b>Objective:</b> Expand the implementation of evidence-based intervention practices.	<b>Lead:</b> <ul style="list-style-type: none"> <li>RSD</li> <li>OPSB</li> </ul>	<b>Partner:</b> <ul style="list-style-type: none"> <li>City of New Orleans</li> <li>Orleans Parish Juvenile Court</li> </ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"> <li>Commitment to school</li> <li>Academic achievement</li> <li>Connection to a caring adult</li> </ul>	<b>Expected impact:</b> <ul style="list-style-type: none"> <li>Increased school connectedness</li> <li>Increased school attendance</li> <li>Reduced truancy</li> </ul>	<b>Output indicators:</b> <ul style="list-style-type: none"> <li>Number of truancy policy changes</li> </ul>	
		<b>Outcome indicators:</b> <ul style="list-style-type: none"> <li>Alignment with national truancy best practices (yes/no)</li> </ul>	
		<b>Impact indicators:</b> <ul style="list-style-type: none"> <li>Truancy rate (Louisiana Department of Education)</li> </ul>	
<b>Socio-ecological level:</b> Community Societal	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 11 – 17	<b>Connection for Youth:</b> In school
<p>A significant body of research has established clear linkages between truancy and youth violence or other criminal behavior. Truancy has been identified as a risk factor for gang activity and involvement in criminal activities, and adults with high rates of truancy as youth have a higher chance of living in poverty and an increased likelihood of incarceration.<sup>48</sup> Furthermore, in listening sessions with school leaders and teachers, school social workers, and juvenile justice stakeholders, the need to more effectively address truancy emerged as a common theme.</p> <p>Truancy response is complicated by the decentralized nature of schools in New Orleans. As a result, RSD has created a Truancy Working Group to help determine what effective truancy response should look like in a decentralized system of schools. This group brings together RSD central leadership, OPSB leadership, representatives from RSD and OPSB charter schools, NOPD, and City of New Orleans staff. To date, the group has met twice; these meetings have focused on clarifying existing truancy procedures and protocol before determining next steps for truancy reform. <b>As a part of efforts to curb youth violence, the City will support the RSD and OPSB in reforming truancy policies and procedures.</b></p> <p>Truancy response can be improved by bringing policies and procedures into alignment with OJJDP model practices. The Truant Recovery Program (TRP)<sup>49</sup>, as deployed by Richmond, California, is a promising best practice for reducing youth truancy. This model centers on a partnership between local law enforcement and local schools to address truancy through prevention. Officers that pick up truant youth take them to a central office where they can be processed. This office can contact parents, track students, and ultimately return truant students to school. Truant students are required to attend a suspension alternative class rather than receive more punitive punishments such as suspensions from school, and habitually</p>			

<sup>48</sup> Baker, M.L., Sigmon, J.N., & Nugent, E.M. (2001). Truancy reduction: Keeping students in school. *Juvenile Justice Bulletin*. Retrieved from <<https://www.ncjrs.gov/pdffiles1/ojjdp/188947.pdf>>.

<sup>49</sup> OJJDP Model Programs Guide. (2013). Truant recovery program. Retrieved from <<http://www.ojjdp.gov/mpg/Truant%20Recovery%20Program-MPGProgramDetail-50.aspx>>.

*Strategy Legend*

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truant students can be referred to juvenile court. A 2001 evaluation of this program found that truants processed through this program experienced a drop in the number of days they were absent from school and a slight improvement in their grades.<sup>50</sup>

In addition, comprehensive truancy response should include the following activities:

- Primary prevention of truancy through activities that promote school connectedness (e.g. PBIS, as described above)
- The development of the Truancy Center as a site for diversion and intervention (e.g. the Hennepin County Juvenile Supervision Center Model), in which youth are assessed for strengths and risk factors and linked with parents and supportive resources in their schools and communities.

The City of New Orleans strongly supports the efforts of RSD and OPSB to address truancy and will explore ways to develop funds (e.g. grants) and convene partners to implement the recommendations described above.

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<sup>50</sup> White, M.D., Fyfe, J.J., Campbell, S.P., & Goldkamp, J.S. (2011) The school-police partnership: Identifying at-risk youth through a truant recovery program. *Evaluation Review*, 25(5): pp. 507 – 532.

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**STRATEGY #25: Support the expansion of the Coordinated System of Care in Orleans Parish.**

<b>Goal:</b> Intervene at the first sign of risk and respond effectively when violence does occur.	<b>Objective:</b> Expand the implementation of evidence-based intervention practices.		<b>Lead:</b> <ul style="list-style-type: none"><li>• MHSD</li><li>• Louisiana OBH</li><li>• Wraparound Agencies</li></ul>	<b>Partners:</b> <ul style="list-style-type: none"><li>• NOHD</li><li>• School mental health professionals</li></ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"><li>• Access to mental health / substance abuse services</li><li>• Parent supports</li><li>• Problem-solving skills</li><li>• Coordination of resources</li></ul>	<b>Expected impact:</b> <ul style="list-style-type: none"><li>• Decrease out-of-home placement for youth</li><li>• Increase school safety and school connectedness</li><li>• Decrease suspensions, expulsions, and other school disciplinary actions</li><li>• Improve school performance</li></ul>		<b>Output indicators:</b> <ul style="list-style-type: none"><li>• Number of students referred to CSoC</li></ul>	
			<b>Outcome indicators:</b> <ul style="list-style-type: none"><li>• Number of high need students enrolled in the CSoC</li></ul>	
			<b>Impact indicators:</b> <ul style="list-style-type: none"><li>• Truancy rate (Louisiana Department of Education)</li></ul>	
<b>Socio-ecological level:</b> Relationship	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 6 – 17	<b>Connection for Youth:</b> At home In school	
<p>Advancing prevention-focused work requires addressing risk factors and promoting protective factors among students at risk for out of home placement. Furthermore, there is a need to build capacity of parents and guardians to support at-risk youth in developing constructive behaviors and coping skills. Studies researching the correlates of youth violence indicate that risk factors include poor family functioning and low parental involvement as well as poor behavioral control, emotional distress and early aggressive behavior. Furthermore, the delinquency of peers can adversely affect the school environment and contribute to the delinquency of other students; multiplying the number of students at-risk for violence. Conversely, protective factors include connectedness to family and positive social orientation.<sup>51</sup></p> <p>In outreach efforts to schools, school leadership and mental health professionals have consistently stated that there are a considerable number of students who exhibit significant academic and behavior problems stemming from trauma or behavioral health issues.</p> <p>The Louisiana Coordinated System of Care (CSoC) is the state’s approach to ensuring that there is a coordinated network of services and supports for children and youth with behavioral health challenges and their families. CSoC addresses the need for a coordinated, integrated delivery system to provide wraparound family supports, case management and linkages to quality mental health and substance abuse services. CSoC services include the following:</p> <ul style="list-style-type: none"><li>• Wraparound facilitation;</li><li>• Parent support &amp; training;</li><li>• Youth support &amp; training;</li><li>• Short-term respite;</li><li>• Independent living skills and skill building; and</li><li>• Crisis response &amp; stabilization.</li></ul>				

<sup>51</sup> CDC, 2011.

*Strategy Legend*

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A national evaluation of the CSoC model demonstrated a decrease in arrests and disciplinary problems for students involved in CSoC.<sup>52</sup>

With the support of Metropolitan Human Services District and the Louisiana Office of Behavioral Health, CSoC was piloted in Orleans Parish beginning in fall 2012. Since that time, the New Orleans Health Department has facilitated connections between wraparound service providers and schools. **In an effort to address risk and protective factors for youth violence, NOHD will advocate for continued funding for CSoC and support the program's expansion in New Orleans by linking CSoC to high-need schools.** By facilitating this connection we will increase awareness about program structure and services, the process from referral to enrollment and eligibility criteria, leading to an increase in the number of students accessing key mental health services, social-developmental supports and skill building opportunities.

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<sup>52</sup> Substance Abuse and Mental Health Services Administration. (2008). *Helping Youth Thrive in the Community*. Retrieved from <<http://www.csoc.la.gov/assets/csoc/Documents/HomePage/HelpingYouthThriveInTheCommunity.pdf>>.

Strategy Legend

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**Strategy #26: Improve the criminal justice response to domestic violence through the Blueprint for Safety Project.**

<b>Goal:</b> Intervene at the first sign of risk and respond effectively when violence does occur.	<b>Objective:</b> Expand the implementation of evidence-based intervention practices.	<b>Lead:</b> <ul style="list-style-type: none"> <li>City of New Orleans</li> </ul>	<b>Partners:</b> <ul style="list-style-type: none"> <li>NOPD</li> <li>Orleans Parish Sheriff's Office</li> <li>Orleans Parish District Attorney</li> <li>City Attorney's Office</li> <li>Louisiana Department of Corrections, Probation &amp; Parole</li> <li>Criminal District Court Domestic Violence Monitoring Court</li> <li>New Orleans Family Justice Center</li> </ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"> <li>Poor support for parents</li> <li>Cultural norms that support violence</li> <li>Coordination of resources among agencies</li> </ul>	<b>Expected impact:</b> <ul style="list-style-type: none"> <li>Increased safety for victims</li> <li>Increased offender accountability</li> <li>Improved quality of criminal justice services</li> </ul>	<b>Output indicators:</b> <ul style="list-style-type: none"> <li>Number of interagency practice assessment activities conducted</li> <li>Number of survivor focus groups held</li> <li>Number of agency Blueprint policies adapted</li> <li>Number of agency Blueprint policies implemented</li> <li>Number of practitioners trained on Blueprint</li> </ul>	<b>Outcome indicators:</b> <ul style="list-style-type: none"> <li>Percentage of agencies utilizing risk assessment tools</li> <li>Percentage of police reports with complete documentation of predominant aggressor analysis and risk assessment answers</li> <li>Survivors report effective interactions with criminal justice system</li> </ul>
<b>Socio-ecological level:</b> Individual Relationship Societal	<b>NOLA for Life Pillar:</b> Improve the NOPD	<b>Target Age Group:</b> 0-Adult	<b>Connection for Youth:</b> At home
<p>In New Orleans, youth are the victims of domestic violence both as victims of dating violence and as children in homes where domestic violence occurs. <b>The Blueprint for Safety improves victim safety and offender accountability by implementing a singular, philosophically-based domestic violence intervention model that coordinates the entire criminal justice response to domestic violence, from 911 to Probation and Parole.</b> The Office on Violence Against Women funds the City of New Orleans, as one of three national demonstration sites, to adapt the research-based model Blueprint policy for our community.</p> <p>Blueprint team members will conduct practitioner interviews, practice observations, text analysis and focus groups to gather information on the current response to domestic violence and any possible unintended consequences of policy adaptation. The Blueprint Team will then adapt and implement the new policy.</p> <p>Because domestic violence is a patterned crime occurring over time, intervening effectively in domestic violence cases will reduce youth exposure to violence and interrupt patterns of dating violence.</p>			

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*Objective 2.2:* Expand the implementation of evidence-based enforcement practices.

Although the *PLAYbook* is focused on prevention, law enforcement has a central role to play in addressing youth violence. Young people must be held accountable for their decisions with focused and fair law enforcement activities.

**STRATEGY #27: Focus deterrence efforts on the most violent groups and gangs.**

<b>Goal:</b> Intervene at the first sign of risk and respond effectively when violence does occur.	<b>Objective:</b> Expand the implementation of evidence-based enforcement practices.		<b>Lead:</b> <ul style="list-style-type: none"> <li>NOPD</li> <li>Mayor's Office</li> </ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"> <li>Cultural norms that support violence</li> <li>Coordination of resources</li> </ul>	<b>Expected impact:</b> <ul style="list-style-type: none"> <li>Reduction in gang-involved murders</li> <li>Increased access to essential services for GVRs participants</li> </ul>	<b>Output indicators:</b> <ul style="list-style-type: none"> <li>Number of "call in" events</li> <li>Percentage of "call in" participants who enroll in services</li> </ul>	
		<b>Outcome indicators:</b> <ul style="list-style-type: none"> <li>Number of gang-related arrests as a result of GVRs</li> <li>Percentage of program participants who complete services by attaining self-sufficiency</li> </ul>	
		<b>Impact indicators:</b> <ul style="list-style-type: none"> <li>Number of gangs disrupted by indictment (Mayor's Innovation Delivery Team)</li> </ul>	
<b>Socio-ecological level:</b> Individual	<b>NOLA for Life Pillar:</b> Stop the Shootings	<b>Target Age Group:</b> 18 – 24	<b>Connection for Youth:</b> Out of school
<p>As part of NOLA For Life, the City is implementing Group Violence Reduction Strategy (GVRs), an approach designed by criminologist David Kennedy that applies concentrated enforcement within areas of high crime on the groups of individuals that commit violent acts. The strategy involves three key components:</p> <ul style="list-style-type: none"> <li>A focused law enforcement effort intended to deter violent behavior and ensure consequences for those who continue to commit violence.</li> <li>Collaborating with respected members of the affected communities to deliver a single message: the violence must stop.</li> <li>Organizing and building the capacity of community service providers so that they can provide support and services to those who no longer wish to engage in violent lifestyles.</li> </ul> <p>As part of GVRs, the City holds periodic "call ins," where group and gang members are given a coordinated message from law enforcement, providers, and community members that the violence must stop. Following call ins, support services are made available to willing participants, while law enforcement efforts are focused on the most violent groups and gangs. In other communities, the GVRs model has resulted in a 35% - 60% reduction in murders.</p>			

*Strategy Legend*

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**STRATEGY #28: Coordinate law enforcement efforts across agencies to combat gang violence.**

<b>Goal:</b> Intervene at the first sign of risk and respond effectively when violence does occur.	<b>Objective:</b> Expand the implementation of evidence-based enforcement practices.	<b>Lead:</b> <ul style="list-style-type: none"><li>NOPD</li></ul>	<b>Partners:</b> <ul style="list-style-type: none"><li>Orleans Parish District Attorney</li><li>Orleans Parish Sheriff’s Office</li><li>Louisiana State Police</li><li>Parole Board – State of Louisiana</li><li>U.S. Attorney’s Office</li><li>FBI</li><li>ATF</li><li>DEA</li><li>U.S. Marshall’s Service</li><li>U.S. Probation and Parole</li></ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"><li>Coordination of resources</li></ul>	<b>Expected impact:</b> <ul style="list-style-type: none"><li>Increased coordination between local, state, and federal law enforcement partners</li><li>Reduced group and gang violence</li></ul>	<b>Output indicators:</b> <ul style="list-style-type: none"><li>Number of law enforcement organizations participating in Multi-Agency Gang Unit</li></ul>	
		<b>Outcome indicators:</b> <ul style="list-style-type: none"><li>Number of individual group/gang members indicted by Multi-Agency Gang Unit investigations</li></ul>	
		<b>Impact indicators:</b> <ul style="list-style-type: none"><li>Number of gangs disrupted by indictment (Mayor’s Innovation Delivery Team)</li></ul>	
<b>Socio-ecological level:</b> Societal	<b>NOLA for Life Pillar:</b> Stop the Shootings	<b>Target Age Group:</b> 16 – 24	<b>Connection for Youth:</b> Out of school
<b>In support of the City’s Group Violence Reduction Strategy (GVRs), local, federal, and state law enforcement partners have created a Multi-Agency Gang Unit to combat group and gang violence in New Orleans.</b> The goal of the Gang Unit is to reduce the number of violent crimes in New Orleans, especially murders committed by gangs and groups.			
The Gang Unit is led by the New Orleans Police Department (NOPD), with staffing support provided by six veteran detectives. In addition, a variety of local, state, and federal law enforcement agencies provide staff and logistical support to coordinate with the Gang Unit. The Gang Unit is the central bureau tasked with gathering evidence against violent gangs and all of their members that leads to the prosecution and conviction of entire violent gangs in either state or federal court on criminal conspiracy, street gang, or racketeering charges. The Gang Unit will conduct several simultaneous investigations on identified groups, which result in state and federal prosecutions of the groups, and not only their individual members, thereby removing the violent offenders who are responsible for the majority of violent crimes committed in the neighborhoods of New Orleans and the metropolitan area.			

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### Strategy #29: Implement proactive hot spot policing

<b>Goal:</b> Intervene at the first sign of risk and respond effectively when violence does occur.		<b>Objective:</b> Expand the implementation of evidence-based enforcement practices.	<b>Lead:</b> • NOPD
<b>Risk/protective factors addressed:</b> • Cultural norms that support violence • Coordination of resources		<b>Expected impact:</b> • Reduction in gang-involved murders • Increased access to essential services for GVRs participants	<b>Output indicators:</b> • Crime maps
			<b>Outcome indicators:</b> • Number of Part I and drug crimes in identified hot spots (by type)
			<b>Impact indicators:</b> • Number of gangs disrupted by indictment (Mayor's Innovation Delivery Team)
<b>Socio-ecological level:</b> Community	<b>NOLA for Life Pillar:</b> Improve the NOPD	<b>Target Age Group:</b> 0 – Adult	<b>Connection for Youth:</b> Out of school
Hot spot policing refers to the mapping of violent and drug crimes to target the deployment of NOPD officers to high crime areas of the city. Since November 2001, the NOPD has used Data Driven Approaches to Crime and Traffic Safety (DDACTS) to proactively focus on high-activity crime hot spots following the installation of the state-of-art crime analytic software package "Omega Crime View." Since the start of 2012, the NOPD has developed and used an additional mapping strategy called Data Driven Violent Crime Trends (DDVCTS). DDVCTS focuses Omega Crime View analytics on homicides, shootings, gun arrest and drug arrest. This proactive approach maps crime trends and drives daily deployment strategies to target even more discrete "hot spots" of violent crimes in the city. However, the goal is to go beyond simply arresting violators, but broadly work with the community to promote a sense of order in these specific problem areas. The goal is to have the community and police work together hand in hand and take back the hot spots from the criminals.			

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**AFTERMATH: *Rehabilitation* - Strategies that prevent the reoccurrence of violence.**

Goal 3: Repair and restore our youth, families, and communities that have been affected by violence.

Given the decades-long problem of violence in New Orleans, our city has significant amounts of healing to do. By taking steps to restore our communities, we can make things right and stop violence from happening again.

*Objective 3.1:* Reduce recidivism.

In the aftermath of violence, support must be available for those who are returning to our schools, communities, and workplaces. By ensuring effective re-entry, we reduce the likelihood that violence will happen again. These strategies are meant to reduce recidivism by helping individuals re-enter schools and the workforce after violence has already occurred.

**STRATEGY #30: Develop a pipeline to stable economic and educational opportunity for ex-offenders.**

<b>Goal:</b> Repair and restore our youth, families, and communities that have been affected by violence.	<b>Objective:</b> Reduce recidivism.	<b>Lead:</b> <ul style="list-style-type: none"> <li>Mayor's Office</li> </ul>	<b>Partners:</b> <ul style="list-style-type: none"> <li>Office of Workforce Development/JOB1</li> <li>Orleans Parish Sheriff's Office</li> <li>LA Department of Corrections</li> <li>Youth Study Center</li> <li>Probation and Parole</li> <li>Reentry and Workforce Workgroups of the Mayor's Strategic Command to Reduce Murders</li> </ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"> <li>Coordination of resources and services among agencies</li> <li>Community support/connectedness</li> <li>Access to mental health and substance abuse services</li> </ul>	<b>Expected impact:</b> <ul style="list-style-type: none"> <li>Reduced recidivism by providing a pipeline to stable economic opportunities through job training, life skills and social services while in a facility as well as at home.</li> </ul>	<b>Output indicators:</b> <ul style="list-style-type: none"> <li>Number of ex-offenders served by program</li> </ul>	<b>Outcome indicators:</b> <ul style="list-style-type: none"> <li>Number of participants hired</li> <li>Number of participants that were re-arrested for new crimes or re-incarcerated for revocation of their parole or probation orders within 6 months of their participation.</li> </ul>
<b>Socio-ecological level:</b> Individual	<b>NOLA for Life Pillar:</b> Promote Jobs and Opportunity	<b>Target Age Group:</b> 16 – 30	<b>Impact indicators:</b> <ul style="list-style-type: none"> <li>Number of youth under supervision by the Office of Juvenile Justice (Kids Count Data Center)</li> </ul>
			<b>Connection for Youth:</b> Out of school

*Strategy Legend*

BLUE = ONGOING

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The City of New Orleans, with assistance from reentry and workforce partners, is in the process of developing a comprehensive workforce reentry program to provide workforce reentry services, education opportunities and support to ex-offenders. Implementing key elements of the Federal Reentry Model and the Reentry Policy Council's toolkit will facilitate the creation of a pipeline between Corrections, Workforce and Training and Service Providers to better ensure positive opportunities for our returning population to reintegrate into society economically and socially.

The program will be piloted with participating in institutional reentry programs and those on probation and parole. In addition, providing reentry services to residents in the target population that have been out of the system for longer than 6 months in the 4 targeted neighborhoods of the Mayor's Strategic Command to Reduce Murder. This will be launched with the intent of launching Citywide after the pilot period ends.

The main purpose of this work is to create a distinct pipeline from Corrections/Probation to jobs/education and social services using OWD/JOB1 as a single point of entry for case management, monitoring and reintegration.

Key Elements:

- 1) The development of a unified case management template and tool for use in reentry based on local needs and a newly formed Reentry Action Plan and Guide, which includes a database of services available to the reentry population.
- 2) Leveraging the Action Plan, Guide and Tool, recruit and contract with employers willing to provide employment to the reentry population.
- 3) Trained Transition Specialists to work specifically with the reentry population.
- 5) Provide wraparound services for pilot participants and track their needs, employer feedback and recidivism rate.
- 6) Working to reduce barriers to employment for the reentry population by implementing policy changes through the City and its partners (Banning the Box, improving the expungement process, and eliminating unnecessary statutory hurdles to employment).
- 7) Creating a coalition of business, civic, philanthropy and organizational leaders to provide access to additional funding streams to build the capacity of the City's program and its partners, to solidify commitment and job slots from employers to hire Formerly Incarcerated People that participate in the program and to provide opportunities to educate employers and the general population about the need to reduce the barriers to employment and social reintegration for Formerly Incarcerated People.
- 8) Creating a Reentry Safe Space and Support Group, using evidence-based mentoring and treatment curricula, to provide an intensive reintegration curriculum (modeled after Alcoholics Anonymous) linked to an established ex-offender led service provider (Resurrection After Exoneration) and an "alumni network" of Formerly Incarcerated People.
- 9) Develop a marketing plan and materials based on "stories" from Pilot and Case Studies on results to encourage employer participation.

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**STRATEGY #31: Support the expansion of restorative approaches in New Orleans public schools.**

<b>Goal:</b> Repair and restore our youth, families, and communities that have been affected by violence.	<b>Objective:</b> Reduce recidivism.	<b>Lead:</b> <ul style="list-style-type: none"> <li>RSD</li> <li>OPSB</li> <li>Kids Rethink New Orleans Schools</li> <li>Center for Restorative Approaches</li> </ul>	<b>Partner:</b> <ul style="list-style-type: none"> <li>NOHD</li> </ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"> <li>Problem-solving skills</li> <li>Community support/connectedness</li> <li>Cultural norms that promote violence</li> </ul>	<b>Expected impact:</b> <ul style="list-style-type: none"> <li>Reduced suspensions</li> <li>Improved school climate</li> <li>Increased school connectedness</li> </ul>	<b>Output indicators:</b> <ul style="list-style-type: none"> <li>Number of trainings for schools in restorative approaches</li> </ul>	
		<b>Outcome indicators:</b> <ul style="list-style-type: none"> <li>Number of schools implementing restorative approaches</li> </ul>	
		<b>Impact indicators:</b> <ul style="list-style-type: none"> <li>Number of youth under supervision by the Office of Juvenile Justice (Kids Count Data Center)</li> </ul>	
<b>Socio-ecological level:</b> Relationship Community	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 12 – 18	<b>Connection for Youth:</b> In school
<p>Restorative justice is a theory of justice that emphasizes repairing harm. Practices that use restorative approaches respond to crime by:</p> <ol style="list-style-type: none"> <li>1) Identifying and taking steps to repair harm</li> <li>2) Involving all stakeholders</li> <li>3) Transforming the traditional relationship between communities and government in responding to crime</li> </ol> <p>The goal of restorative justice is to bring together those most affected by crime—the offender, the victim, and community members—in a non-adversarial process to encourage offender accountability and meet the needs of victims to repair the harms of resulting from crime. Restorative justice models share several common features:<sup>53</sup></p> <ul style="list-style-type: none"> <li>Community-based sanctions</li> <li>A non-adversarial and informal process</li> <li>Decision-making by consensus</li> </ul> <p>New Orleans is home to several organizations that use restorative justice approaches, including Kids Rethink New Orleans Schools and the Center for Restorative Approaches. <b>This plan seeks to leverage existing work in restorative justice to expand the use of restorative approaches in New Orleans public schools.</b></p> <p>Research indicates that juveniles who are referred to restorative justice programs have significantly better outcomes than juveniles who are processed through traditional court settings.<sup>54</sup> In addition, there is evidence to suggest that restorative justice can reduce suspension rates and improve school climate.<sup>55</sup></p>			

<sup>53</sup> OJJDP Model Programs Guide. (2013). Restorative justice. Retrieved from <<http://www.ojjdp.gov/mpg/progTypesRestorative.aspx>>.

**STRATEGY #32: Support efforts to reform the juvenile justice system.**

<b>Goal:</b> Repair and restore our youth, families, and communities that have been affected by violence.	<b>Objective:</b> Reduce recidivism.	<b>Lead:</b> <ul style="list-style-type: none"> <li>Orleans Parish Juvenile Court</li> </ul>	<b>Partners:</b> <ul style="list-style-type: none"> <li>Orleans Parish JDAI Collaborative</li> <li>Office of Juvenile Justice</li> <li>Youth Study Center</li> <li>Juvenile Regional Services</li> <li>Juvenile Justice Project of Louisiana</li> <li>Families and Friends of Louisiana's Incarcerated Children</li> <li>Youth Empowerment Project</li> <li>Institute of Public Health and Justice</li> </ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"> <li>Coordination of resources</li> <li>Community support/connectedness</li> </ul>	<b>Expected impact:</b> <ul style="list-style-type: none"> <li>Reduced number of youth in juvenile detention facilities</li> </ul>	<b>Output indicators:</b> Number of potential policy reforms identified.	
		<b>Outcome indicators:</b> Number of potential policy reforms implemented.	
		<b>Impact indicators:</b> Number of youth under supervision by the Office of Juvenile Justice (Kids Count Data Center)	
<b>Socio-ecological level:</b> Societal	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 12 – 18	<b>Connection for Youth:</b> In school
<p>Incarcerating children does not work; incarceration in a juvenile correctional facility does not reduce future offending. Instead, it is a poor use of public funds that frequently exposes youth to dangerous and abusive conditions.<sup>54</sup> While the State of Louisiana has made tremendous strides in reducing the rate of juvenile incarceration, the juvenile justice system is still in need of reforms.</p> <p>In New Orleans, this work is led by the Orleans Parish Juvenile Court (OPJC) through the Juvenile Detention Alternatives Initiative (JDAI). Supported by the Annie E. Casey Foundation, JDAI's purpose is to demonstrate that jurisdictions can safely reduce reliance on secure detention, while reducing re-arrest and failure to appear rates for pending adjudications. JDAI focuses on the "front end" of the juvenile detention component of the juvenile justice system because youth are often unnecessarily or inappropriately detained at great expense, with long lasting negative consequences for both public safety and youth development.</p>			

<sup>54</sup> OJJDP, 2013.

<sup>55</sup> Brown, L.P. (3 April, 2013). Opening up, students transform a vicious circle. Retrieved from <[http://www.nytimes.com/2013/04/04/education/restorative-justice-programs-take-root-in-schools.html?pagewanted=all&\\_r=0](http://www.nytimes.com/2013/04/04/education/restorative-justice-programs-take-root-in-schools.html?pagewanted=all&_r=0)>.

<sup>56</sup> Annie E. Casey Foundation. (2011). *No place for kids: The case for reducing juvenile incarceration*. Retrieved from <<http://www.aecf.org/OurWork/JuvenileJustice/JuvenileJusticeReport.aspx>>.

*Strategy Legend*

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JDAI promotes changes to policies, practices, and programs to:

- Reduce reliance on secure confinement;
- Improve public safety;
- Reduce racial disparities and bias;
- Save taxpayers' dollars;
- Stimulate overall juvenile justice reforms.

OPJC is one of five JDAI sites in Louisiana. JDAI provides several benefits to the OPJC and the families and children of Orleans Parish. The OPJC has seen a reduction in the number of youth being detained for status offenses and low level misdemeanors. The JDAI Collaborative has seen an increase in participation from community leaders and resources. The OPJC is utilizing JDAI data to drive juvenile court policy and reduce inappropriate decisions.

To support ongoing efforts to reform the juvenile justice system, the City of New Orleans will seek training and technical assistance in services integration and system reform in coordination with the U.S. Office of Juvenile Justice and Delinquency Prevention and the Center for Juvenile Justice Reform. An example of a reform effort that could be pursued with this assistance is the improvement of students' return to schools from juvenile correctional facilities.

*Strategy Legend*

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**Objective 3.2:** Increase resiliency through trauma-informed responses to violence.

Many of our children have had multiple exposures to trauma over the courses of their lives. By addressing trauma—especially trauma as the result of exposure to violence—we can build resiliency among our young people. This requires strengthening our resources in behavioral health to meet our youth’s psychosocial and emotional needs.

**STRATEGY #33: Connect schools to resources for responding to students who have been exposed to trauma.**

<b>Goal:</b> Repair and restore our youth, families, and communities that have been affected by violence.	<b>Objective:</b> Increase resiliency through trauma-informed responses to violence.		<b>Lead:</b> <ul style="list-style-type: none"><li>• NOHD</li></ul>	<b>Partners:</b> <ul style="list-style-type: none"><li>• RSD</li><li>• OPSB</li><li>• Behavioral health partners</li></ul>
<b>Risk/protective factors addressed:</b> <ul style="list-style-type: none"><li>• Coordination of resources and services among agencies</li><li>• Access to mental health and substance abuse services</li><li>• Community support/connectedness</li></ul>		<b>Expected impact:</b> <ul style="list-style-type: none"><li>• Increased implementation of evidence-based, trauma-informed practices</li><li>• Increased utilization of crisis prevention, management and response best practices</li><li>• Improved in school climate and safety</li></ul>	<b>Output indicators:</b> <ul style="list-style-type: none"><li>• Number of trainings co-sponsored</li><li>• Number of crisis plans enhanced</li><li>• Number of linkages made between schools and resources for crisis/trauma or school-indicated needs</li></ul>	
			<b>Outcome indicators:</b> <ul style="list-style-type: none"><li>• Percentage of the time crisis communication protocols are successfully activated</li><li>• Number of partnerships formed between schools and community providers/agencies</li></ul>	
			<b>Impact indicators:</b> <ul style="list-style-type: none"><li>• Percentage of students surveyed who report having a chance to talk to an adult one-on-one (CCYS)</li></ul>	
<b>Socio-ecological level:</b> Relationship Community	<b>NOLA for Life Pillar:</b> Invest in Prevention	<b>Target Age Group:</b> 6 – 19	<b>Connection for Youth:</b> In school	
Childhood exposure to trauma adversely affects physical health outcomes, mental health outcomes and educational performance and is associated with behavior problems. <sup>57</sup> To effectively address youth violence by breaking cycles of violence and mitigate the risk factors that result from traumatic exposure to violence, our community needs to build trauma-informed				

<sup>57</sup> Gerrity, E. & Folcarelli, C. (2008). *Child traumatic stress: What every policymaker should know*. Durham, NC and Los Angeles, CA: National Center for Child Traumatic Stress.

*Strategy Legend*

BLUE = ONGOING

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approaches into youth serving institutions.

To gain an understanding of the capacity of schools to respond to trauma and violence, the New Orleans Health Department administered a survey to all schools in Orleans Parish to better understand at the individual school and the system level resources regarding mental health staff, partnerships with outside agencies, crisis planning and violence prevention programming. Following the analysis of these surveys, the New Orleans Health Department has undertaken an intensive effort with schools to create a pipeline that connects schools with resources that will empower them to apply trauma-informed approaches.

**In order to build trauma-informed approaches into the school system, the New Orleans Health Department has partnered with schools and community providers to engage in the following capacity and coordination building activities:**

- Catalog School-Based Behavioral Health Resources
- Develop shared communication protocols between the City and School Districts following a student-involved homicide to channel applicable resources to a school affected by a student-involved homicide
- Provide trainings in evidence-based crisis management and trauma interventions
- Raise awareness about available behavioral health and human services resources for schools and students
- Conduct outreach to assist schools in forming vital partnerships to access crisis response as well as other mental health and human services resources that address risk and protective factors of youth violence
- Assist schools in enhancing crisis prevention, management and response plans

The New Orleans Health Department, school district Leaders, charter management organization leaders, school administrators and staff and community providers are continuing to work together to accelerate the development of a trauma-informed system through future trainings, providing technical assistance and helping schools better coordinate with providers.

## **INFRASTRUCTURE: The binding that holds it all together.**

A good plan requires more than just good strategies. In order to be sustained over time, strategies to prevent youth violence must be girded by an infrastructure that focuses and coordinates efforts over the long term. By building this infrastructure into the *PLAYbook*, we will ensure that the plan is effective, well-coordinated, and durable.

### *Structure*

The **New Orleans Health Department** is the coordinating agency the prevention of youth violence and directs implementation of the *PLAYbook*. With dedicated staff, including the Violence & Behavioral Health Program Lead and supporting team, the Health Department has the capacity to drive the *PLAYbook* on an everyday basis. The Health Department's Youth Violence Prevention Coordinator will serve as the staff lead for implementation. The Youth Violence Prevention Coordinator will facilitate partnerships to prevent violence, link partners with necessary resources locally and federally, and leverage grant opportunities and philanthropic funds to support youth violence prevention. In addition, the Youth Violence Prevention Coordinator will support performance management of NOHD violence prevention activities through the collection and monitoring of key indicators as outlined in the *PLAYbook*.

However, this does not mean that the Health Department is the only agency that will work to implement this plan. Following the public health approach to preventing youth violence, the Health Department embraces partnerships; the Youth Violence Prevention Coordinator will coordinate with other departments and agencies within City government, as well as partners throughout the community, to ensure that the *PLAYbook's* recommendations inform policy and practice across the city.

### *Coordination & Integration*

The *NOLA FOR LIFE PLAYbook* does not supersede any other plans to prevent violence or promote positive youth outcomes. The *PLAYbook* is designed to organize existing efforts around preventing youth violence; as such, it will be integrated into those efforts to the extent possible.

Given that many of the strategies in the *PLAYbook* are already part of NOLA FOR LIFE, the *PLAYbook* is designed to be an extension of the NOLA FOR LIFE framework. Internally, the Health Department will supervise coordination between the activities of the *PLAYbook* that are aimed at youth violence prevention and the murder reduction initiatives of NOLA FOR LIFE. The Health Department will provide regular updates on progress in implementing the strategies and recommendations of the *PLAYbook* to members of the NOLA FOR LIFE team, will support coordination of City and community activities to ensure they are mutually reinforcing, and will ensure the integration of youth violence prevention into NOLA FOR LIFE.

Externally, the Health Department Youth Violence Prevention Coordinator will work with a number of community partners—including community-based organizations, schools, youth organizations, academic partners, faith-based partners, and the business community—to ensure that youth violence prevention activities are informed by a variety of perspectives and implemented in a coordinated fashion.

To facilitate this process, the New Orleans Children and Youth Planning Board will serve as an advisory board for the implementation of the *PLAYbook*. CYPBs were established by Louisiana state law to provide comprehensive development, delinquency prevention and intervention services for children and their families in order to reduce the state's historically high juvenile prison population. In 2004, New Orleans City Council passed an ordinance defining the purpose and membership of the New Orleans CYPB "to encourage collaborative efforts among local stakeholders."<sup>58</sup>

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<sup>58</sup> New Orleans Children and Youth Planning Board. (2013). About us. Retrieved from <<http://www.nolacypb.org/index.php/cypb-information/about-us>>.

The New Orleans CYPB includes representatives from key stakeholders groups from across the city:

• Orleans Parish Juvenile Court	• Local business community	• Non-profit: parenting
• New Orleans Health Department	• Non-profit: special needs	• Louisiana Office of Juvenile Justice
• Office of Workforce Development / JOB1	• Louisiana Department of Children and Family Services	• Non-profit: incarcerated youth
• Orleans Parish District Attorney	• New Orleans Police Department	• Youth representative
• University representative	• Metropolitan Human Services District	• Orleans Parish School Board
• Faith-based representative	• Non-profit: drop-out prevention	• Non-profit: early childhood
• Office of Criminal Justice Coordination	• City Council	• Recovery School District
• Non-profit: out-of-school youth	• City Department of Human Services	• NORDC
• Non-profit: out-of-school services		

In addition, the CYPB maintains several standing committees (see inset at right). These committees cover key sectors for the prevention of youth violence and may include non-Board members. Many committees are already at work on initiatives that are aligned with the goals, objectives, and strategies of the *PLAYbook* (e.g. increasing school attendance).

Given the CYPB's established structure and the key stakeholders who make up the board, the CYPB is an ideal fit to serve the function of advisory board for New Orleans' youth violence prevention work. In this role, the CYPB will provide valuable input from a diverse group of partners and will integrate youth violence prevention activities into other efforts to promote positive youth outcomes.

#### CYPB Committees

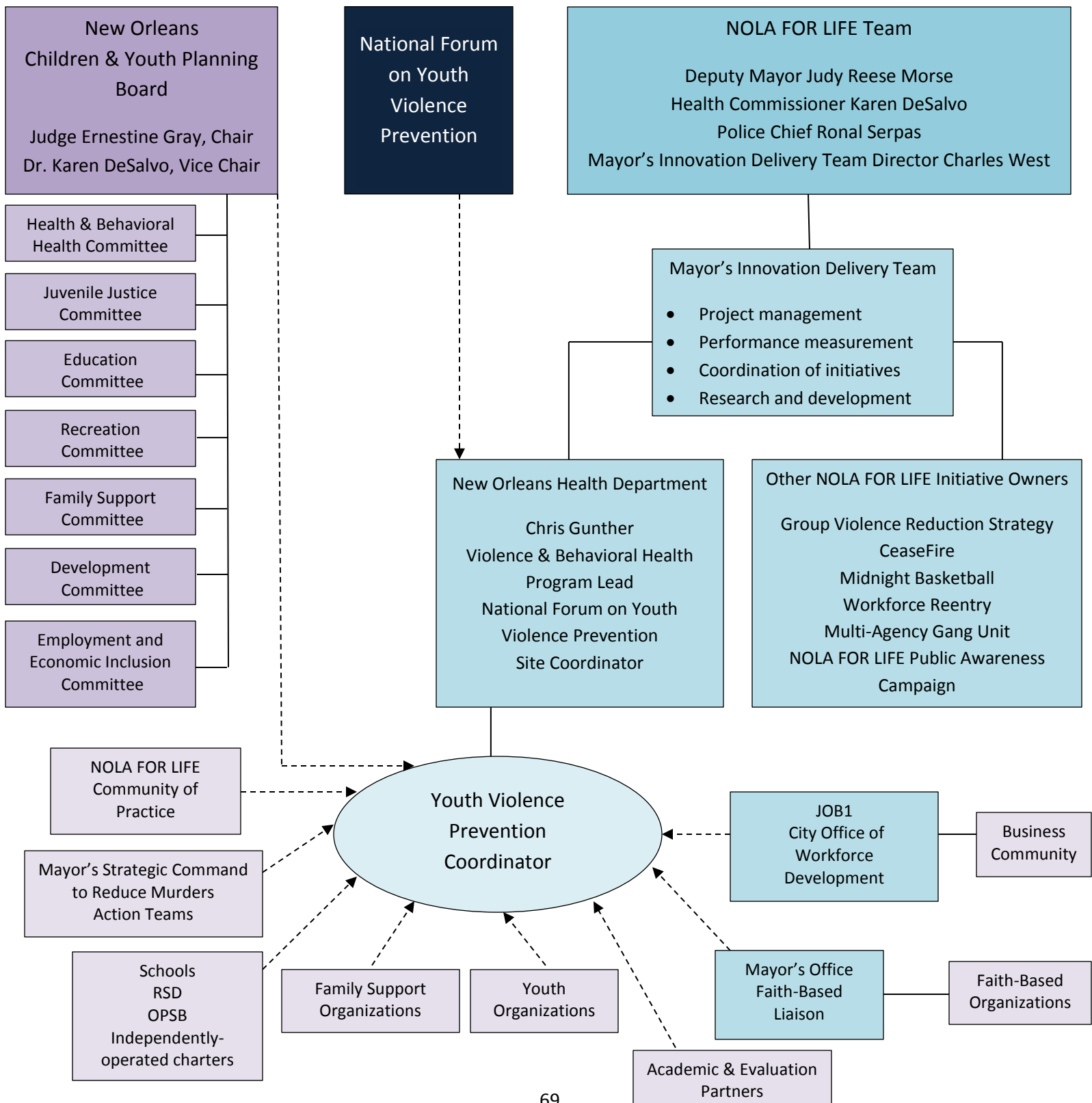
- Health and Mental Health
- Education
- Development
- Juvenile Justice
- Education
- Recreation

#### Other groups that will be consulted throughout implementation of the *PLAYbook*:

- NOLA FOR LIFE Community of Practice
- Mayor's Strategic Command to Reduce Murders Community Action Team
- Schools (including RSD, OPSB, and independently operated charter schools)
- Family support organizations (e.g. Healthy Start, Family Service of Greater New Orleans, Children's Bureau, and others)
- Youth organizations (e.g. NORDC Teen Council, Kids Rethink New Orleans Schools, Youth Empowerment Project, Grow Dat Youth Farm, and others)
- Faith-based organizations (via the Mayor's Office Faith-Based Liaison)
- Business community (via JOB1 and the City's Office of Workforce Development)

The next page contains a detailed structure for the implementation of the *NOLA FOR LIFE PLAYbook*.

**NOLA FOR LIFE PLAYbook**  
**Youth Violence Prevention Structure**



### *Benchmarks & Accountability*

The *PLAYbook* will leverage the existing performance management framework of NOLA FOR LIFE to ensure accountability for the implementation of the *PLAYbook*'s recommendations. At present, all NOLA FOR LIFE initiatives are part of NOLA FOR LIFE Stat, a monthly performance management meeting where initiative owners come together with top City leadership to review performance measures and discuss progress in implementing NOLA FOR LIFE initiatives. All strategies in the *PLAYbook* that are already NOLA FOR LIFE initiatives will continue to be a part of NOLA FOR LIFE Stat; any new City-led strategies that arise out of the recommendations of the *PLAYbook* will also be included in NOLA FOR LIFE Stat reporting.

Additional accountability will be provided by the Mayor's Strategic Command to Reduce Murders. The Strategic Command, which builds upon the Milwaukee Homicide Review Commission model, convenes murder reviews with community leaders and an array of representatives from the criminal justice system, schools, faith-based organizations, neighborhood groups, and others. By maintaining a comprehensive database of murders and non-fatal shootings, the Strategic Command is a key component to the *PLAYbook*'s infrastructure that will assist in data tracking for accountability and evaluation. In addition, the Strategic Command's action teams (Community, Criminal Justice, and R.E.S.E.T. – Rapid Engagement of Support in the Event of Trauma) are key sounding boards for new ideas in preventing youth violence and tracking results of youth violence prevention activities.

Together with local and federal partners, the New Orleans Health Department will assess the impact of the *NOLA FOR LIFE PLAYbook*. In collaboration with a research partner, the Health Department seeks to measure the impact of the *PLAYbook*'s strategies on risk and protective factors for youth violence through the development of a place-based composite indicator for youth safety, which will compile a series of indicators to rate neighborhood safety across the city. While specific plans for data collection will be detailed with evaluation partners, the logic model and indicators below will serve as the basis for the evaluation.

### *Indicators*

Each strategy is designed to have specific indicators related to the indicators outlined above. For strategies that are under development, the indicators outlined above are meant to serve as examples of potential outputs and outcomes that could be tracked; the final indicators that are tracked will be selected by the strategy's lead upon implementation.

In addition to indicators of output and outcome, the indicators below will serve as the key performance indicators for assessing the **overall impact** of the *NOLA FOR LIFE PLAYbook* on improving youth safety. Data collection activities will be supervised by the Youth Violence Prevention Coordinator. To the extent possible, the Health Department will work with a research partner to collect "pre" and "post" data to track change in key indicators over time.

The highest-level indicator is youth perception of safety, as measured by the Caring Community Youth Survey (CCYS). Administered by the Picard Center for Child Development and Lifelong Learning at the University of Louisiana at Lafayette, the CCYS is designed to assess students' involvement in a specific set of problem behaviors, as well as their exposure to a set of scientifically validated risk and protective factors. The risk and protective factors have been shown to influence the likelihood of academic success, school dropout, substance abuse, violence and delinquency among youth. The survey is administered every two years to Louisiana students in grades 6, 8, 10, and 12.

Recognizing that high-quality data is essential for informed decision-making, the Health Department has made a commitment to improve school response on the CCYS. New Orleans schools' response rate for the CCYS has historically been low; in 2012, the response rate was 17.3%, up from 10% in 2010. These low response rates mean that 2012 CCYS data cannot be interpreted as representative of every New Orleans child; these numbers may overestimate perceived youth safety in New Orleans.

Therefore, improve the quality of youth data sources is a priority of the *PLAYbook*. The Health Department will partner with the Picard Center and local schools to increase participation in the CCYS by all schools, including charter schools. Activities will include messaging the importance of survey data for local policymakers, outreach to schools to raise awareness of the survey, and training and technical assistance in survey administration and using survey data for prevention planning.

**In alignment with Healthy People 2020, the vision of the *NOLA FOR LIFE PLAYbook* is for 95% of youth to feel safe in their neighborhood by 2020.** All indicators are designed to cascade toward this vision; Figure 6 below lists the impact indicators that will be tracked to assess the impact of the *PLAYbook*, including data source and baseline data for the most recent year available.

Figure 6 – NOLA FOR LIFE PLAYbook *Impact Indicators*

Measure	Indicator	Source	Baseline
Youth safety	Percentage of youth surveyed who feel safe in their school	CCYS (2012)	Grade 6: 82% Grade 8: 80.1% Grade 10: 68.2% Grade 12: 68.7%
Youth safety	Percentage of youth surveyed who feel safe in their neighborhood	CCYS (2012)	Grade 6: 68.4% Grade 8: 78.1% Grade 10: 72.2% Grade 12: 68.1%
Community safety	Percentage of residents surveyed who report feeling safe around their home during the day	UNO Quality of Life Survey (2012)	84%
Community safety	Percentage of residents surveyed who report feeling safe around their home at night	UNO Quality of Life Survey (2012)	63%
Exposure to violence	Percentage of individuals surveyed with exposure to 3 or more adverse childhood experiences	BRFSS	N/A <sup>59</sup>
Law enforcement coordination	Number of gangs disrupted by indictment.	Mayor's Innovation Delivery Team (2012)	1
Youth violence	Number of murders with victims under the age of 25.	NOPD statistics (2012)	70
Community connectedness	Rate of youth under supervision by the Office of Juvenile Justice.	Annie E. Casey Kids Count Data Center (2010)	5.9 per 1,000 youth age 10 – 20
Community connectedness	Number of opportunity youth in the Greater New Orleans area.	Greater New Orleans Community Data Center (estimates for 2008 – 2010)	12,195 – 15,781 (95% confidence interval) <sup>60</sup>
Connection to a caring adult	Percentage of youth who report having someone to talk to one-on-one	CCYS (2012)	N/A <sup>61</sup>
School connectedness	Truancy rate	Louisiana Department of Education (2010 – 2011)	OPSB: 33% RSD: 39%
School connectedness	Student attendance rate	Louisiana Department of Education (2011 – 2012)	OPSB: 95.9% RSD: 93.3%
Organizational capacity to prevent youth violence	Score on coalition capacity assessment	UNITY Roadmap Gauge	N/A <sup>62</sup>

<sup>59</sup> NOTE: This indicator is planned to be added to the New Orleans BRFSS as an additional question.

<sup>60</sup> As reported in Cowen Institute. (2012). *Reconnecting opportunity youth: A data reference guide*. Retrieved from <<http://www.coweninstitute.com/reconnecting-opportunity-youth/>>. Opportunity youth are defined as young adults aged 16 – 24 who are neither in school nor working.

<sup>61</sup> NOTE: This indicator is planned to be added to the CCYS as an additional question.

<sup>62</sup> The baseline capacity assessment has not yet been conducted.

In addition to these indicators, the New Orleans Health Department will explore ways to develop youth-driven indicators for youth safety and place-based composite indicators for neighborhood safety (as described above).

#### *Communication*

It is important to communicate the value of prevention and the results of activities to prevent violence. The New Orleans Health Department will seek to actively communicate progress in implementing strategies and recommendations of the *NOLA FOR LIFE PLAYbook*.

In addition, the Health Department will convene an annual meeting of partners to share updated indicators and allow reflection on progress in youth violence prevention. In between these annual events, monthly meetings of the CYPB and additional meetings between the Youth Violence Prevention Coordinator and communication partners will ensure constant communication.

#### *Training & Capacity Building*

In order to sustain the work of preventing violence, the New Orleans Health Department will prioritize training and capacity building in support of the *PLAYbook*. The Health Department will leverage the training and technical assistance resources available through the

National Forum on Youth Violence Prevention, the

UNITY Cities Network, as well as local partners. In an effort to build capacity in violence prevention across the community, these resources will be made available to community partners to the fullest extent possible.

#### *Updating the PLAYbook*

Recognizing the complexity of the issue of youth violence, the *PLAYbook* is meant to be open for ongoing revision. While the strategies in the *PLAYbook* are necessary for improving youth safety, they may not be sufficient to reach the benchmark of 95% youth safety by 2020. The *PLAYbook* establishes a three year timeline, but may be revised year-to-year based on partner input.

The process of revision will allow for the re-evaluation of priorities, the selection of new strategies or the re-tooling of existing strategies, and for benchmarks to be reset. This process will be managed by the Youth Violence Prevention Coordinator, in collaboration with the NOLA FOR LIFE Team, the CYPB, and other community partners.

#### **Communication Strategies**

- Leveraging the existing social media platforms of NOLA FOR LIFE
- Developing a monthly newsletter to update community partners on the implementation of the *PLAYbook*
- Spotlighting community partners through community honor awards
- Exploring ways to empower youth to assess the impact of the *PLAYbook* and communicate results
- Developing a series of materials to promote the *PLAYbook*, including booklets, pamphlets, brochures, and online materials

#### **Priorities for Training and Technical Assistance**

- Evaluation and data collection
- Including the social, environmental, and demographic context to murder review by fully examining the histories of victims and perpetrators of violence
- Developing a trauma-informed system to respond to violence
- Identifying and implementing systems and policy changes to support youth violence prevention

## **PARTNERSHIPS**

The following individuals and organizations contributed to the creation of the *NOLA FOR LIFE PLAYbook*.

### *New Orleans National Forum on Youth Violence Prevention Core Team*

The Core Team led planning efforts by holding listening sessions, participating in biweekly planning meetings, and writing and editing the *PLAYbook*.

Dr. Karen DeSalvo, Health Commissioner and Senior Health Policy Advisor to Mayor Landrieu  
Darren Alridge, Youth Representative  
Jonathan Bertsch, KIPP New Orleans Schools  
Roxanne Franklin, Mayor's Innovation Delivery Team  
Chris Gunther, New Orleans Health Department  
Shane Jones, U.S. Attorney's Office  
Johnetta Pressley, Office of Criminal Justice Coordination  
Tyronne Walker, Mayor's Innovation Delivery Team  
Commander Kim Williams, New Orleans Police Department

### *Additional support:*

Natasha Dowell, New Orleans Health Department  
Hakim Kashif, New Orleans Health Department  
William Mupo, New Orleans Health Department  
Erika Wright, New Orleans Health Department

### *Neighborhood Residents*

Members of this group provided essential input into the planning process by developing a conducting outreach to other neighborhood residents to develop a neighborhood vision, prioritizing risk and protective factors, and providing feedback on the Core Team's work. The following individuals participated in at least one neighborhood meeting:

H.M.K. Amen  
Chandra Brown  
Trinette Brown  
Rev. Jerry Davis  
Augustine Harris  
Henry Johnson  
Kenisha Nelson  
Lawyer Winfield

### *Community Partners*

The following agencies and organizations provided valuable input to the planning process:

APEX Youth Center  
Baptist Community Ministries  
BreakOUT!  
Café Reconcile  
Catholic Charities  
Central City Renaissance Alliance  
Children's Bureau  
Citizens for 1 Greater New Orleans  
Communities In Schools

Council on Alcohol and Drug Abuse  
Covenant House  
Crescent City Media Group  
Crimestoppers  
Eastbank School Social Workers Collaborative  
Exodus House  
Family Center of Hope  
Family Service of Greater New Orleans  
Friends and Families of Louisiana's Incarcerated Children  
Greater New Orleans Drug Demand Reduction Coalition  
Healthy Start New Orleans  
Institute for Public Health and Justice  
Juvenile Justice Project of Louisiana  
Juvenile Regional Services  
KIPP New Orleans Schools  
Kids Rethink New Orleans Schools  
Liberty's Kitchen  
Limitless Vistas  
Louisiana Department of Public Safety and Corrections  
Louisiana Office of Juvenile Justice  
Louisiana Green Corps  
Louisiana State University School of Medicine, Department of Psychiatry  
Mercy Family Center – Project Fleur-de-Lis  
Metropolitan Human Services District  
National Child and Family Services  
New Orleans Kids Partnership  
New Orleans Public Library  
Orleans Parish District Attorney  
Orleans Parish Juvenile Court  
Orleans Parish School Board  
Partnership for Youth Development  
Recovery School District  
ReNEW Schools  
Resurrection After Exoneration  
Silence is Violence  
Total Community Action  
Tulane University, Department of Psychology  
Tulane University, Cowen Institute  
Urban League of Greater New Orleans  
Up2Us  
U.S. Attorney's Office, Eastern District of Louisiana  
Voices of Experience  
Volunteers of America  
Youth Empowerment Project  
YMCA of Greater New Orleans

### *Reviewers*

In addition to several reviewers who are not listed, the following individuals reviewed draft plans and graciously provided comments:

Trupania Bonner	- Crescent City Media Group
Darlene Cusanza	- Crimestoppers Greater New Orleans
Judge Ernestine Gray	- Orleans Parish Juvenile Court
Onslow K. Hall	- Rites of Pass of Baton Rouge, LA
Kelly Holmes, MS	- Mercy Family Center / Project Fleur-de-Lis
Seton Jenkins	- Citizens for 1 Greater New Orleans
Jim Kelly	- Covenant House New Orleans
Sara Massey	- Communities in Schools of Greater New Orleans
Andree Mattix, M.ED., L.P.C., L.M.F.T.	- Orleans Parish District Attorney's Office
Ronald P McClain, JD, LCSW	- Family Service of Greater New Orleans
Theophilus Moore	- Voices of Experience
Ann Rabin	- Citizens for 1 Greater New Orleans
Dwight Rhodes, Ed.S.	- ReNEW Schools
Amanda Schroeder	- Communities in Schools of Greater New Orleans
Mathew Schwarzman	- New Orleans Kids Partnership
David W. Seal, PhD.	- Tulane University School of Public Health and Tropical Medicine
Kim Tran	- New Orleans Public Library

### *National Forum on Youth Violence Prevention*

The National Forum on Youth Violence Prevention is a White House initiative that aims to build a national conversation about youth violence. Through a competitive process, New Orleans joined nine other cities as part of the Forum in 2012. The Forum is an opportunity to work collaboratively with other cities and to access support from a range of federal partners (including Department of Justice, Department of Education, Centers for Disease Control and Prevention, and others) to address violence in our community. Together, we will advance the Forum's national goals on the local level in New Orleans:

- 1) Elevate youth violence as an issue of citywide significance.
- 2) Enhance the capacity of the City of New Orleans to more effectively prevent youth violence.
- 3) Expand engagement, collaboration, and coordination to promote systems and policy change in addressing youth violence at the local level through the creation of a strategic plan targeting youth violence.

As part of the Forum, New Orleans benefited from the opportunity to collaborate with other cities, as well as training and technical assistance from federal partners. In particular, the Centers for Disease Control and Prevention provided support in strategic planning.

In addition, the other Forum cities were a source of support and inspiration:

Boston  
Camden  
Chicago  
Detroit  
Memphis  
Minneapolis  
Philadelphia

San Jose  
Salinas

### *UNITY City Network*

Since its inception in 2005, Urban Networks to Increase Thriving Youth (UNITY) has built support for effective, sustainable efforts to prevent violence before it occurs, so urban youth can thrive in safe environments with supportive relationships and opportunities for success. UNITY promotes collaboration across the public and private sectors to maximize resources, ensure sustainability, and promote effectiveness. UNITY works intensively with a select group of the nation's largest cities through the UNITY City Network, and it also builds capacity more broadly for practitioners and decision-makers across the country. As a member of the UNITY City Network, New Orleans received technical assistance that was instrumental in developing the *NOLA FOR LIFE PLAYbook*.

### **HOW TO GET INVOLVED**

Everyone has a part to play in preventing youth violence. On an individual level, you can play your part by nourishing positive, caring relationships with young people, volunteering with NOLA FOR LIFE Days, or donating to the NOLA FOR LIFE Fund. More broadly, you can help coordinate resources for youth by aligning your work with the goals and objectives of the *NOLA FOR LIFE PLAYbook*. Many of the strategies in the *PLAYbook* are designed broadly, so that anyone can contribute to promoting positive outcomes for our youth. Find out where your work fits in the *PLAYbook* and let us know what you are doing to prevent youth violence so we can include you as a partner in our collective efforts to build a New Orleans where all youth are safe and can reach their full potential.

For more information, contact the New Orleans Health Department:

(504) 658-2598

[www.nola.gov/health](http://www.nola.gov/health)

### **CONCLUSION**

Youth violence presents a significant challenge to New Orleans. We cannot be the city we yearn to be if we continue to lose our futures to violence and if our young people do not feel safe. A challenge as complex as youth violence calls for a response that is coordinated, collaborative, and cohesive.

The New Orleans Health Department, in collaboration with community partners from across the city, has developed the *NOLA FOR LIFE PLAYbook: Promoting Life for All Youth* as a strategic plan to prevent youth violence. This plan represents a shared set of priorities to prevent youth violence, with the vision that 95% of youth in New Orleans will feel safe in their school or neighborhood by 2020.

Emphasizing the value of prevention and the importance of taking a collective approach to improving youth safety, the *PLAYbook* builds on the existing foundation of NOLA FOR LIFE in three key ways: 1) Designating a structure for youth violence prevention; 2) Coordinating and integrating youth violence prevention activities toward shared priorities; and 3) Establishing benchmarks and fostering accountability.

With coordination support from the Health Department and contributions from partners in schools, community-based organizations, faith-based organizations, youth organizations, and others, the *PLAYbook* establishes the infrastructure for durable, lasting reductions in youth violence. Violence is preventable; by deepening our investment in prevention through the *PLAYbook*, we can take steps to improve youth safety.

## APPENDIX A: PLANNING PROCESS

The process of developing the *NOLA FOR LIFE PLAYbook* was led by the New Orleans Health Department (NOHD). Shortly after joining the National Forum on Youth Violence Prevention in fall 2012, New Orleans hosted federal partners, including representatives from the Department of Justice, Department of Education, and Centers for Disease Control and Prevention, for a site visit. The purpose of the site visit was to allow federal partners to learn more about the challenges facing New Orleans, as well as to identify key local partners who could play a role in preventing violence.

To guide the planning process, NOHD convened a Core Team, made up of representatives from various City agencies, the New Orleans Police Department, the U.S. Attorney's Office, schools, and a youth representative. (See the "Partnerships" section of the plan for a full list of the Core Team that steered the planning process.) Members of the Core Team convened in Washington, DC in December 2012 for the Forum Working Session, hosted by the Department of Justice. The Working Session provided Core Team members an opportunity to network with other Forum cities and to learn from national experts in violence prevention. Following the Working Session, the Core Team began a series of biweekly planning meetings that lasted the duration of the process.

In addition, New Orleans received training and technical assistance as part of the National Forum on Youth Violence Prevention. The Centers for Disease Control and Prevention linked New Orleans with Boston and Houston to learn about models for community outreach in support of violence prevention. The City of Minneapolis' efforts to prevent youth violence, including the *Blueprint for Action*, were also formative and inspirational to the Core Team. Monthly site calls with all Forum sites provided additional opportunities to collaborate with peer cities and to learn from practices in other communities. Lastly, through its membership in the UNITY Cities Network and the National Forum on Youth Violence Prevention, New Orleans was able to receive extensive technical assistance in strategic planning from the Prevention Institute, which sent staff to New Orleans three times during the planning period to facilitate meetings and consult with members of the Core Team.

### *Listening Sessions*

Over the course of the planning process, the Core Team conducted 18 listening sessions with over 150 stakeholders. (A full list of partners who contributed to the *PLAYbook* can be found in the "Partnerships" section.) Listening sessions included focus groups with small groups of young people; roundtables with stakeholders in areas such as school mental health, juvenile justice, and out-of-school time; and larger discussions with community partners.

### **Several cross-cutting themes emerged from listening sessions:**

- Need for more coordination of existing resources
- Need to focus on prevention and younger age groups
- Importance of addressing root causes (e.g. economic opportunity, built environment)

Figure A-1 below summarizes common themes from listening sessions with each stakeholder group.

*Figure A-1: Common Themes from Listening Sessions*

#### **Schools**

- Truancy is a major issue
- PBIS are being implemented by all schools but could be expanded/enhanced to improve effectiveness
- Youth access to mental health services is limited
- Need to coordinate services and resources available for young people
- Need for services and venues to assist students with significant behavior issues

#### **Juvenile Justice**

- Difficulties for students re-entering schools from institutions
- Current system is not effective in addressing truancy

#### **Youth**

- Young people often do not feel safe in school, out of school, or at home
- Many youth do not feel a connection to an adult they can trust
- Young people need spaces to work together to accomplish something positive
- Young people feel need for more parks, programs, and activities
- Young people are resources to positively influence behavior

#### **Community-Based Organizations**

- Need to focus allocation of resources on prevention
- Need to build the capacity of local organizations to prevent violence
- Lack of awareness of existing violence prevention activities being undertaken by community partners

#### **Out-of-School Time**

- Need to coordinate services and improve communications with young people
- *Barriers/gaps*
  - Lack of co-location of services
  - Transportation and access issues
  - Lack of awareness about available opportunities
- *Opportunities for improvement*
  - Joint use agreements
  - Shared calendar of events

#### **Neighborhood Residents**

In addition to the listening sessions described above, the Core Team conducted a series of four listening sessions with a small group of neighborhood residents from Central City and Little Woods. (A full list of neighborhood resident participants can be found in the “Partnerships” section of the plan.)

In convening this group, the goal was to ensure that community voices and perspectives—including residents from several neighborhoods that are most impacted by violence—were a part of the planning process. As part of this group, neighborhood residents participated in visioning activities, conducted outreach surveys to fellow residents to gather information about neighborhood priorities, and provided input on priority risk and protective factors to be addressed in the strategic plan.

The group’s vision is below. Like the vision for NOLA FOR LIFE, the neighborhood residents’ vision emphasizes the importance of neighborhoods, connections between young people and adults, and the need to address root causes of inequity and disparity in shaping the New Orleans of the future.

Neighborhoods that promote a high quality of life through intergenerational connections, economic and educational opportunity, and safe and healthy places.

- Importance of parental involvement in preventing youth violence
- Need for opportunities for positive connections between youth and adults
- Importance of neighborhood connectedness and pride in the physical landscape of the area
- Importance of economic and educational opportunities

*Figure A-2: Results of Neighborhood Resident Outreach Surveys*



To conclude the planning process, the Health Department convened a Youth Violence Prevention Summit, which brought together over 60 partners to share progress in planning and to receive final feedback on the plan. As part of this event, partners listed priority risk and protective factors for addressing youth violence and mapped their current activities along the Spectrum of Prevention.<sup>63</sup> The Spectrum of Prevention includes the following levels:

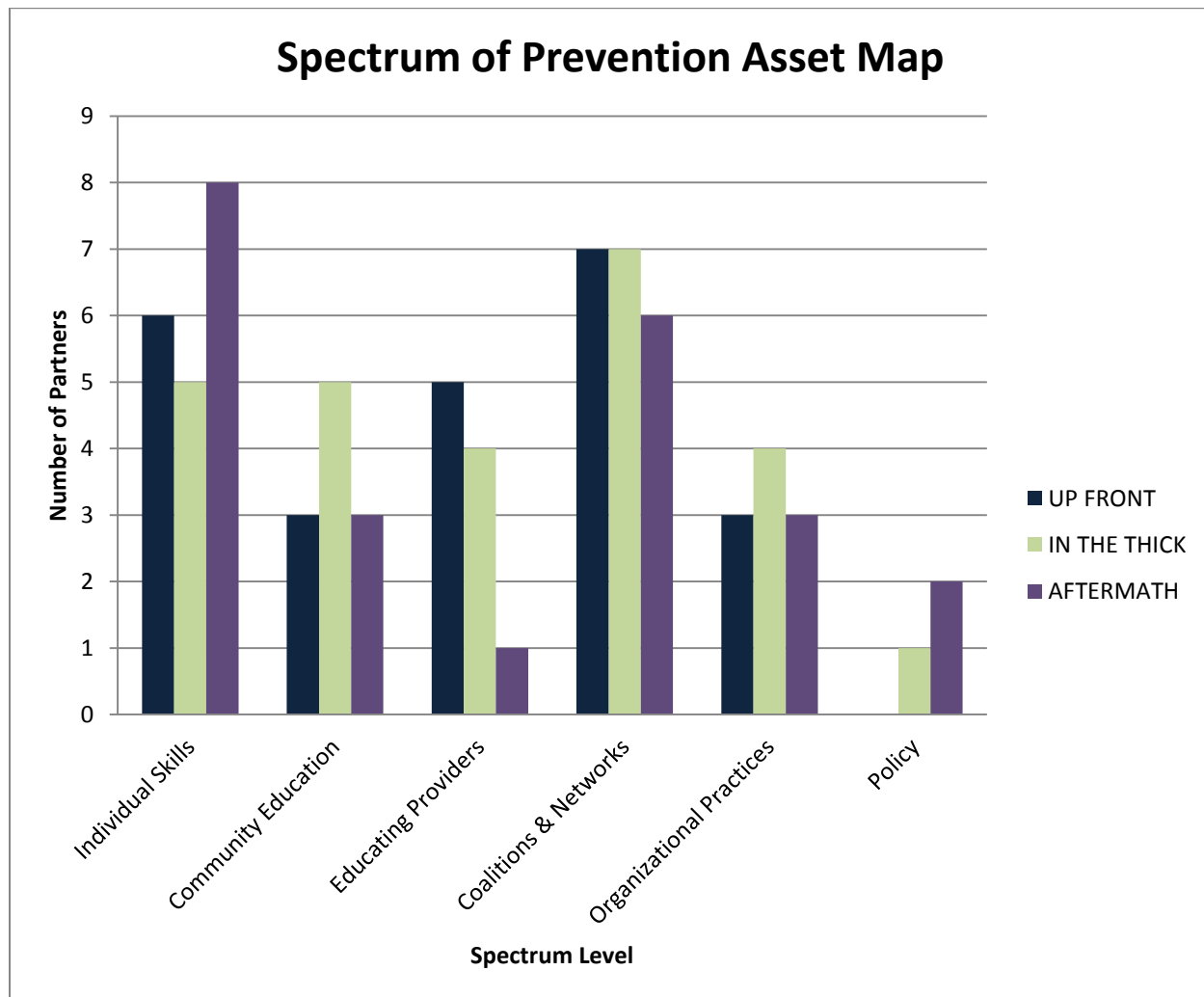
- 1) Strengthening Individual Knowledge & Skills – Enhancing an individual’s capacity to be healthy and to avoid unhealthy behaviors.
- 2) Promoting Community Education – Reaching people with resources to promote healthy behaviors.
- 3) Educating Providers – Informing providers to become champions for violence prevention and to transmit skills and knowledge.
- 4) Fostering Networks & Coalitions – Bringing together groups and individuals for broader goals and greater impact.
- 5) Changing Organizational Practices – Adopting regulations and procedures to improve health and safety and create new standards for organizations.

<sup>63</sup> The Spectrum of Prevention is a signature tool of the Prevention Institute. For more information: Prevention Institute. (1999). *The Spectrum of Prevention: Developing a Comprehensive Approach to Injury Prevention*. Retrieved from <<http://www.preventioninstitute.org/component/jlibrary/article/id-105/127.html>>.

6) Influencing Policy & Legislation – Developing strategies to change laws and policies to influence outcomes in health and safety.

Figure A-3 below displays the results of this asset mapping exercise.

Figure A-3: The Spectrum of Prevention Asset Map



The spectrum asset map demonstrates relative balance across UP FRONT (24 partners implementing strategies in this area) , IN THE THICK (26 partners), and AFTERMATH (23 partners) activities. However, the asset map also demonstrates gaps at several points along the Spectrum, specifically in organizational practices and policy—relatively lower number of partners are currently operating at these levels. Based on this analysis, the *PLAYbook* seeks to identify organizational practices and policy changes that can support youth violence prevention and to explore ways to support community partners in doing so going forward.

*Priority Risk & Protective Factors*

Based on all of these inputs, the Core Team selected risk and protective factors that they believe to be most important to address youth violence in New Orleans. These risk and protective factors form the basis for the goals, objectives, and strategies of the *NOLA FOR LIFE PLAYbook*.

Risk Factors	Protective Factors
<ul style="list-style-type: none"> <li>Poor support for parents</li> </ul>	<ul style="list-style-type: none"> <li>Problem-solving skills</li> </ul>
<ul style="list-style-type: none"> <li>Cultural norms that support violence</li> </ul>	<ul style="list-style-type: none"> <li>Connection to a caring adult</li> </ul>
	<ul style="list-style-type: none"> <li>Commitment to school</li> </ul>
	<ul style="list-style-type: none"> <li>Academic achievement</li> </ul>
	<ul style="list-style-type: none"> <li>Coordination of resources among agencies</li> </ul>
	<ul style="list-style-type: none"> <li>Access to mental health and substance abuse services</li> </ul>
	<ul style="list-style-type: none"> <li>Community support/connectedness</li> </ul>

## APPENDIX B: CDC RISK AND PROTECTIVE FACTORS FOR YOUTH VIOLENCE<sup>64</sup>

PLAYbook Strategy Area

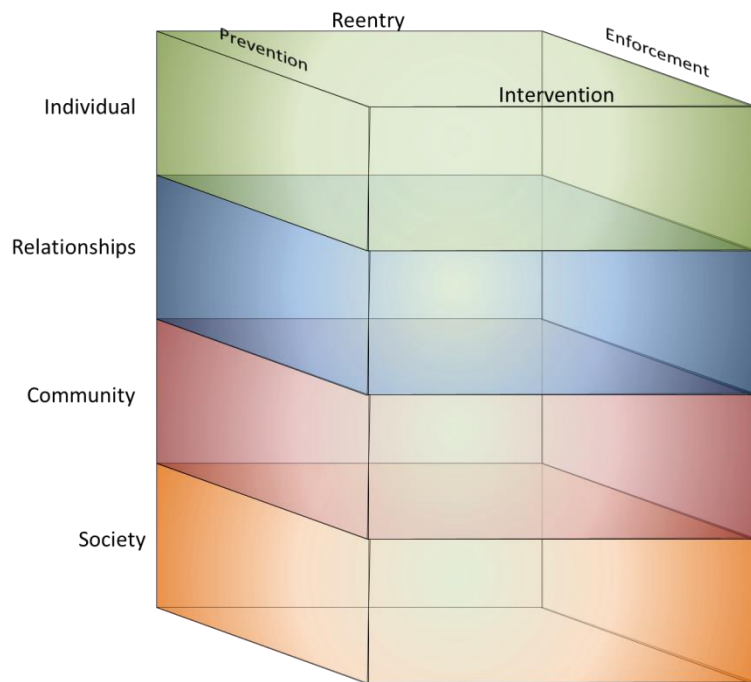
Individual	Relationship	Community
History of violent victimization	Authoritarian childrearing attitudes	Diminished economic opportunities
Attention deficits, hyperactivity, or learning disorders	Harsh, lax or inconsistent disciplinary practices	High concentrations of poor residents
History of early aggressive behavior	Low parental involvement	High level of transiency
Involvement with drugs, alcohol or tobacco	Low emotional attachment to parents or caregivers	High levels of family disruption
Low IQ	Low parental education and income	Low levels of community participation
Poor behavioral control	Parental substance abuse or criminality	Socially disorganized neighborhoods
Deficits in social cognitive or information-processing abilities	Poor family functioning	
High emotional distress	Poor monitoring and supervision of children	
History of treatment for emotional problems	Association with delinquent peers	
Antisocial beliefs and attitudes	Involvement in gangs	
Exposure to violence and conflict in the family	Social rejection by peers	
	Lack of involvement in conventional activities	
	Poor academic performance	
	Low commitment to school and school failure	

<sup>64</sup> Risk and Protective Factors from the CDC listing, retrieved from <http://www.cdc.gov/violenceprevention/youthviolence/riskprotectivefactors.html>.

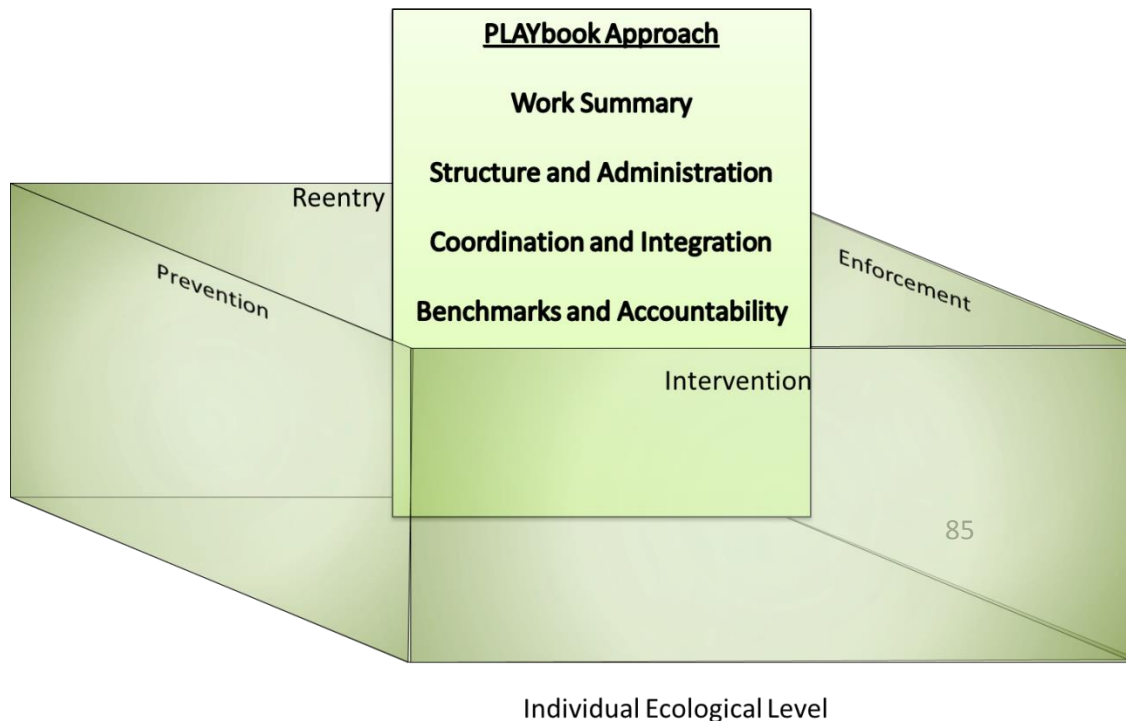
## APPENDIX C: MODELING BALANCED APPROACHES TO YOUTH VIOLENCE PREVENTION ACROSS THE SOCIO-ECOLOGICAL MODEL

Modeling can be an effective tool to understand the interconnections of strategies. In particular, it is helpful to display PLAYbook strategies within the context of a table that cross references the ecological framework with the four phases of violence prevention, as illustrated below.

	Prevention	Intervention	Enforcement	Reentry
<b>Individual</b>	<ul style="list-style-type: none"> <li>-Promote positive school cultures.</li> <li>-Provide a safe space for recreation and building self-efficacy for young men through Midnight Basketball, afterschool programming, and summer camps.</li> <li>-Provide youth with economic opportunity.</li> <li>-Exploring supporting the work of mentoring organizations</li> </ul>	<ul style="list-style-type: none"> <li>-Interrupt the cycle of violence through targeted street outreach.</li> <li>-Interrupt the cycle of violence through targeted hospital response following shootings.</li> </ul>	<ul style="list-style-type: none"> <li>Focus deterrence efforts on the most violent groups and gangs.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a pipeline to stable economic and educational opportunities for ex-offenders.</li> </ul>
<b>Relationships</b>	<ul style="list-style-type: none"> <li>-Foster positive relationships between youth and law enforcement.</li> <li>- Prevent, identify, and offer support for victims of family violence through City-operated WIC clinics</li> <li>-Strategically deploy family support resources in priority neighborhoods.</li> </ul>	<ul style="list-style-type: none"> <li>-Interrupt the cycle of violence through targeted street outreach.</li> <li>-Interrupt the cycle of violence through targeted hospital response following shootings.</li> <li>- Support the expansion of the Coordinated System of Care in Orleans Parish.</li> </ul>		<ul style="list-style-type: none"> <li>-Support the expansion of restorative justice practices in New Orleans public schools.</li> <li>-Connect schools to resources for responding to students who have been exposed to trauma.</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>-Recognize community partners who are helping to prevent violence.</li> <li>-Focus City and citizen efforts on hotspot areas through NOLA FOR LIFE Days.</li> <li>-Light up the city with targeted repairs to streetlights.</li> <li>-Provide access to safe, healthy environments for recreation.</li> <li>-Explore the possibility of violence prevention through additional modifications to the built environment.</li> <li>-Develop a mobile application to display social service resources in real time.</li> </ul>	<ul style="list-style-type: none"> <li>-Interrupt the cycle of violence through targeted street outreach.</li> <li>- Interrupt the cycle of violence through targeted hospital response following shootings.</li> </ul>	<ul style="list-style-type: none"> <li>- Hot spot policing</li> </ul>	<ul style="list-style-type: none"> <li>-Support the expansion of restorative justice practices in New Orleans public schools.</li> <li>-Connect schools to resources for responding to students who have been exposed to trauma.</li> </ul>
<b>Society</b>	<ul style="list-style-type: none"> <li>-Expand recreational opportunities.</li> <li>-Sustain a local and national dialogue to change perceptions and attitudes about youth violence.</li> <li>-Explore ways to hear youth voice as a part of violence prevention.</li> <li>- Improve system coordination in behavioral health care.</li> <li>-Explore additional possibilities for coordination of resources for youth.</li> </ul>	<ul style="list-style-type: none"> <li>-Support the reform of truancy policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate law enforcement efforts across agencies to combat gang violence.</li> </ul>	



Using this framework, it is possible to see the potential for the phases of violence prevention to act as a continuum that has no endpoint, rather than simply linearly. That is to say, re-entry strategies are thematically related to strategies in what is typically viewed as the “first” phase of prevention, which is in turn linked to intervention. A model that illustrates this connectedness may be represented in three dimensions.



This form of modeling further reveals a pattern that exists among strategies.

## Individual Level PLAYbook Approach

### Work Summary

Recreation and mentorship, street outreach, focused deterrence, employment and education opportunities for ex-offenders

### Structure and Administration

NOLA for Life and the PLAYbook are intensely programmatic at the individual level. Across prevention, intervention, enforcement, and re-entry, the City has and will continue to deploy resources towards the implementation of programs that address individual level risk factors. The Health Department will serve as the liaison between these programs and the PLAYbook through the position of the Youth Forum Coordinator

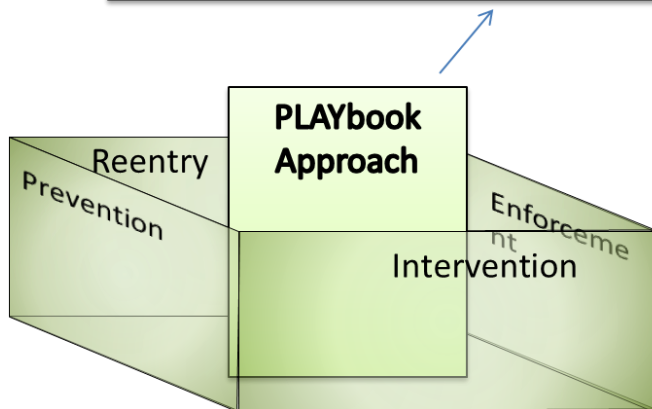
### Coordination and Integration

The Health Department plays a key role in the structure and coordination of these efforts, ensuring through a Resources Manager and Outreach Coordinator that organizations who serve high risk youth are connected to each other and coordinate services for youth across the city.

### Benchmarks and Accountability

Coordinated across all departments that have programs within the portfolio of NOLA for Life, NOLA for Life Stat is a monthly meeting in which data and outcomes related to youth violence prevention are reported and analyzed.

Indeed, the set of strategies that make up the PLAYbook at the individual level of intervention contains a pattern of practice.



This pattern persists at each ecological layer of the PLAYbook.

### **Relationships PLAYbook Approach**

#### **Work Summary**

Supporting family resilience against violence in WIC clinics, providing family support in neighborhoods, hospital crisis intervention team, restorative justice practices, trauma resources for kids in schools

#### **Structure and Administration**

On the level of relationships, the work of the PLAYbook and NOLA for Life focuses on ensuring that core work both internal and external to the City government has resources available to support families and positive relationships. Through working in WIC clinics, the hospital, and in schools, the City supports families and children in these critical moments to ensure that wraparound services addressing specific risk factors are available to those who need it most.

#### **Coordination and Integration**

The Youth Forum Coordinator will serve as a reservoir of information and resources for these programs, working with other Health Department staff and networks to ensure that risk factors for violence are addressed at a wide variety of intersections with social service provision.

#### **Benchmarks and Accountability**

Coordinated across all departments that have programs within the portfolio of NOLA for Life, NOLA for Life Stat is a monthly meeting in which data and outcomes related to youth violence prevention are reported and analyzed

## Community PLAYbook Approach

### **Work Summary**

Recognizing partners, NOLA for Life Days, Light up the City, Safe environments, mobile app for social services, community mobilization, support expansion of restorative justice, hot spot policing

### **Structure and Administration**

The PLAYbook begins to integrate risk reduction planning at the community level by expanding partnerships, providing neighborhoods with information, and exploring the best way to provide safe and healthy environments. This work is characterized by connecting City departments directly to community members, restoring linkages and leveraging resources in ways that are deemed necessary by the communities themselves.

### **Coordination and Integration**

Karen DeSalvo, Health Commissioner, is Vice Chair of the New Orleans Children and Youth Planning Board, an organization responsible by statute to provide comprehensive development, delinquency prevention and intervention services for children and their families. This board will serve as an advisory group for the PLAYbook and a crucial feedback loop for activities.

### **Benchmarks and Accountability**

The New Orleans Children and Youth Planning Board, the Mayor's Strategic Command to Reduce Murders, and the Community of Practice are all hubs for vital data, benchmarks, and goal setting to take place.

## Society PLAYbook Approach

### **Work Summary**

Integrating multiple voices (government, youth, external governments, behavioral health systems) into the larger work of violence prevention.

### **Structure and Administration**

At the societal level, the PLAYbook requires taking a system-wide approach to integrate youth perspective into planning, improving the care systems that are already in place and mobilizing City Departments to get invested in targeted areas in terms of recreation, law enforcement, truancy policies, etc.

### **Coordination and Integration**

The City's enforcement efforts are coordinated both with other law enforcement agencies and behavioral health resources.

### **Benchmarks and Accountability**

The New Orleans Children and Youth Planning Board, the Mayor's Strategic Command to Reduce Murders, and the Community of Practice are all hubs for vital data, benchmarks, and goal setting to take place.

This form of modeling allowed the production of the larger infrastructure of the *PLAYbook*, as described on page 11 and illustrated below. For each ecological level, the *PLAYbook* focuses on providing a structure for the administration of programs, coordination and integration of existing and new strategies, and benchmarks and accountability. This adds to the traditional cross referencing of the ecological model across phases of violence prevention by defining a predictable pattern of behaviors for the Health Department, partner organizations, and residents.

#### Designating a Structure for Youth Violence Prevention

- By designing a structure to support youth violence prevention, the *PLAYbook* ensures that youth violence prevention activities will be inclusive of diverse partners, coordinated, and sustainable.

#### Coordinating and Integrating Activities toward Shared Priorities

- By laying out a series of strategic priorities for youth violence prevention, the *PLAYbook* targets resources toward young peoples' most pressing needs.

#### Establishing Benchmarks & Fostering Accountability

- By establishing a citywide goal to improve youth safety, the *PLAYbook* sets a benchmark to track the impact of youth violence prevention activities on young peoples' lives.

## APPENDIX D: LOGIC MODEL

Improve youth safety by 1) Stopping violence from happening before it occurs; 2) Intervening at the first sign of risk and responding effectively when violence does occur; and 3) Repairing and restoring our communities that have been affected by violence.

Process			Outcomes		
Inputs	Activities	Outputs	Short	Medium	Long
<p><b>NOLA FOR LIFE</b> – high-level support for violence prevention</p> <p><b>Community partners</b> – broad support for violence prevention</p> <p><b>INFRASTRUCTURE</b></p> <ul style="list-style-type: none"> <li>NOHD as lead City agency</li> <li>Children and Youth Board</li> <li>Mayor's Strategic Command to Reduce Murders</li> </ul> <p><b>National Forum on Youth Violence Prevention</b> - training and technical assistance and implementation support</p> <p><b>UNITY Cities Network</b> – additional opportunities for collaboration, training and technical assistance</p>	<p><u>UP FRONT</u> - <i>Prevention</i></p> <ul style="list-style-type: none"> <li>Connect youth and adults</li> <li>Engage with citizens and young people on the topic of youth violence</li> <li>Promote youth economic opportunity</li> <li>Support parents and families</li> <li>Improve the built environment</li> <li>Building organizational capacity to prevent violence</li> </ul> <p><u>IN THE THICK</u> – <i>Intervention &amp; Enforcement</i></p> <ul style="list-style-type: none"> <li>Implement evidence-based intervention practices</li> <li>Implement evidence-based enforcement practices</li> </ul> <p><u>AFTERMATH</u> - <i>Rehabilitation</i></p> <ul style="list-style-type: none"> <li>Restore communities in the wake of violence</li> <li>Develop trauma-informed responses to violence</li> </ul>	<p><u>UP FRONT</u> - <i>Prevention</i></p> <ul style="list-style-type: none"> <li>Number of youth with a positive connection to an adult</li> <li>Number of citizens and youth engaged around youth violence</li> <li>Number of youth employed</li> <li>Amount of resources available to parents and families</li> </ul> <p><u>IN THE THICK</u> - <i>Intervention &amp; Enforcement</i></p> <ul style="list-style-type: none"> <li>Number of at-risk individuals who receive an intervention</li> <li>Number of arrests for violent crimes</li> </ul> <p><u>AFTERMATH</u> - <i>Rehabilitation</i></p> <ul style="list-style-type: none"> <li>Number of ex-offenders who re-offend</li> <li>Number of schools implementing restorative approaches</li> <li>Juvenile justice system reforms</li> </ul>	<ul style="list-style-type: none"> <li>Increased community-wide capacity to prevent youth violence</li> <li>Increased school attendance</li> <li>Increased percentage of students with someone to talk to one-on-one</li> <li>Decreased number of opportunity youth</li> <li>Reduced truancy rate</li> <li>Reduced exposure to adverse childhood experiences.</li> <li>Increased number of gangs disrupted by indictment.</li> <li>Reduced number of youth under supervision by Office of Juvenile Justice.</li> </ul>	<p>Reduced murders citywide.</p> <p>Improved resident safety around homes during day and night.</p>	<p>Increased youth safety in schools</p> <p>Increased youth safety in neighborhoods</p>
<p><b>Assumptions: Three Keys to Prevention</b><sup>65</sup></p> <ol style="list-style-type: none"> <li>Youth violence is complex and requires a comprehensive approach.</li> <li>Risk and protective factors must be addressed.</li> <li>Violence prevention requires an integrated strategy for action.</li> </ol>			<p><b>External Factors</b></p> <ol style="list-style-type: none"> <li>Funding to implement violence prevention programs</li> <li>Changes in leadership and priorities among key partners</li> <li>State and federal policies that impact violence prevention</li> </ol>		

<sup>65</sup> These assumptions are the Three Keys to Prevention, a signature tool of the Prevention Institute. For more information: Prevention Institute. (2009). *Preventing Violence: A Primer*. Retrieved from < <http://www.preventioninstitute.org/component/jlibrary/article/id-144/127.html>>.

## APPENDIX E: TIMELINE

The timeline below provides a preliminary sketch of the expected timeframe for implementation of the strategies in the *PLAYbook*. Strategies are categorized as ONGOING (i.e. strategies that are currently being implemented), IN PLANNING (i.e. strategies that are being planned by the lead agency and partners and that may be awaiting grant funding or other resources to begin implementation), UNDER DEVELOPMENT (i.e. strategies for which specific activities and supporting resources are still being developed). For each strategy, lead agencies and individual initiative owners are expected to develop a more detailed work plan to describe specific activities and milestones in more depth. NOTE: The start date for all “UNDER DEVELOPMENT” strategies is contingent upon the development process and will be determined by the lead agency / individual initiative owner. Early in the implementation of the *PLAYbook*, the Youth Violence Prevention Coordinator will work to prioritize these strategies in order to help identify expected start dates.

UP FRONT: <i>Prevention</i> – Strategies everyone needs to be safe and thrive.				
Goal 1: Stop violence from happening before it occurs.				
Objective 1.1: Increase connections between youth and trusted adults.				
Strategy	Status (as of Fall 2013)	Expected Start Date	Lead(s)	Partner(s)
Strategy #1: Promote positive school climates.	IN PLANNING	Q4 2013	RSD OPSB Charter schools	NOHD
Strategy #2: Support opportunities for mentorship for those at risk of violence.	UNDER DEVELOPMENT	TBD	Community-based organizations (e.g. Communities in Schools, Son of a Saint, Youth Empowerment Project, New Orleans Kids Partnership, Each One Save One)	City of New Orleans
Strategy #3: Provide safe spaces for recreation and mentorship.	ONGOING	ONGOING	City of New Orleans	New Orleans Pelicans PlayNOLA New Orleans Public Library
Strategy #4: Expand recreational opportunities.	ONGOING	ONGOING	NORDC	
Strategy #5: Foster positive interactions between youth and law enforcement.	UNDER DEVELOPMENT	TBD	NOPD	RSD OPSB Charter schools
Objective 1.2: Increase civic engagement around the issue of youth violence and foster youth leadership.				
Strategy	Status	Expected Start Date	Lead(s)	Partner(s)

	(as of Fall 2013)			
Strategy #6: Build awareness of the costs of youth violence.	ONGOING	ONGOING	City of New Orleans	National Forum on Youth Violence Prevention Youth
Strategy #7: Explore ways to engage youth in preventing violence.	UNDER DEVELOPMENT	TBD	City of New Orleans	Youth organizations (e.g. NORDC Teen Council, Kids Rethink New Orleans Schools, Youth Empowerment Project, Grow Dat Youth Farm, Midnight Basketball, etc.)
Strategy #8: Recognize community partners who are helping to prevent youth violence.	UNDER DEVELOPMENT	TBD	Neighborhood residents	City of New Orleans
<b>Objective 1.3: Increase economic opportunity, including youth employment.</b>				
<b>Strategy</b>	<b>Status (as of Fall 2013)</b>	<b>Expected Start Date</b>	<b>Lead(s)</b>	<b>Partner(s)</b>
Strategy #9: Provide youth with economic opportunity.	ONGOING	ONGOING	Office of Workforce Development / JOB1	Business community
Strategy #10: Develop a mobile application to display social service resources in real time.	IN PLANNING	Q4 2013	NOHD	
Strategy #11: Integrate youth violence prevention activities with efforts to reconnect opportunity youth to education and employment.	ONGOING	ONGOING	Partnership for Youth Development Cowen Institute NOLA FOR LIFE Community of Practice	Opportunity youth-serving community-based organizations (e.g. Youth Empowerment Project, Total Community Action, Covenant House) City of New Orleans Aspen Institute Children and Youth Planning Board
<b>Objective 1.4: Enhance support services for parents and families.</b>				
<b>Strategy</b>	<b>Status</b>	<b>Expected Start Date</b>	<b>Lead(s)</b>	<b>Partner(s)</b>

	(as of Fall 2013)			
Strategy #12: Identify and offer support for victims of intimate partner violence through City-operated WIC clinics.	ONGOING	ONGOING	NOHD	New Orleans Family Justice Center
Strategy #13: Prevent family violence through positive parenting programs.	IN PLANNING	Q3 2014	NOHD	Healthy Start Family support organizations (e.g. Children's Bureau, Family Service of Greater New Orleans, etc.)
Strategy #14: Strategically deploy family support resources in priority neighborhoods.	UNDER DEVELOPMENT	TBD	NOHD	Healthy Start Best Baby Zone Nurse Family Partnership Parents and families
<b>Objective 1.5: Increase neighborhood connectedness by improving the built environment.</b>				
<b>Strategy</b>	<b>Status (as of Fall 2013)</b>	<b>Expected Start Date</b>	<b>Lead(s)</b>	<b>Partner(s)</b>
Strategy #15: Focus City and citizen efforts on hot spot areas through NOLA FOR LIFE Volunteer Days.	ONGOING	ONGOING	City of New Orleans	Volunteer individuals and agencies
Strategy #16: Light up the city with targeted repairs to streetlights.	ONGOING	ONGOING	Department of Public Works	
Strategy #17: Provide access to safe and healthy environments.	ONGOING	ONGOING	LPHI NORDC	NOHD NOPD Tulane PRC Market Umbrella
Strategy #18: Explore the possibility of violence prevention through additional modifications to the built environment.	UNDER DEVELOPMENT	TBD	City of New Orleans	

<b>Objective 1.6: Build organizational capacity to prevent youth violence.</b>				
<b>Strategy</b>	<b>Status (as of Fall 2013)</b>	<b>Expected Start Date</b>	<b>Lead(s)</b>	<b>Partner(s)</b>
Strategy #19: Improve system coordination in behavioral health care.	ONGOING	ONGOING	NOHD MHSD	Behavioral Health Council Louisiana Office of Behavioral Health Greater New Orleans Drug Demand Reduction Coalition
Strategy #20: Enhance youth data sources.	IN PLANNING	Q4 2014	NOHD	Picard Center RSD OPSB Charter schools
Strategy #21: Build partnerships with the academic community to prevent youth violence.	UNDER DEVELOPMENT	TBD	NOHD	Dillard Loyola Tulane SUNO UNO Xavier
<b>IN THE THICK: <i>Intervention &amp; Enforcement</i> – Strategies to reduce the impact of risk factors for violence.</b>				
<b>Goal 2: Intervene at the first sign of risk and respond effectively when violence does occur.</b>				
<b>Objective 2.1: Expand the implementation of evidence-based intervention practices.</b>				
<b>Strategy</b>	<b>Status (as of Fall 2013)</b>	<b>Expected Start Date</b>	<b>Lead(s)</b>	<b>Partner(s)</b>
Strategy #22: Interrupt the cycle of violence through targeted street outreach.	ONGOING	ONGOING	City of New Orleans	Urban League of Greater New Orleans
Strategy #23: Interrupt the cycle of violence through targeted hospital response following shootings.	IN PLANNING	Q4 2013	City of New Orleans	Urban League of Greater New Orleans ILH Trauma Center
Strategy #24: Support the reform of truancy policies and procedures.	IN PLANNING	Q2 2014	RSD OPSB	City of New Orleans Orleans Parish Juvenile Court
Strategy #25:	IN PLANNING	Q1 2014	MHSD	NOHD

Support the expansion of the Coordinated System of Care in Orleans Parish			Louisiana Office of Behavioral Health Wraparound Agencies	School mental health professionals
Strategy #26: Improve the criminal justice response to domestic violence through the Blueprint for Safety project.	ONGOING	ONGOING	City of New Orleans	NOPD Orleans Parish Sheriff's Office Orleans Parish District Attorney City Attorney's Office Louisiana Department of Corrections, Probation & Parole Criminal District Court Domestic Violence Monitoring Court New Orleans Family Justice Center
<b>Objective 2.2: Expand the implementation of evidence-based enforcement practices.</b>				
Strategy	Status (as of Fall 2013)	Expected Start Date	Lead(s)	Partner(s)
Strategy #27: Focus deterrence efforts on the most violent groups and gangs.	ONGOING	ONGOING	NOPD Mayor's Office	
Strategy #28: Coordinate law enforcement efforts to combat gang violence.	ONGOING	ONGOING	NOPD	Orleans Parish District Attorney Orleans Parish Sheriff's Office Louisiana State Police Parole Board – State of Louisiana U.S. Attorney's Office FBI ATF DEA U.S. Marshall's Service U.S. Probation and Parole
Strategy #29: Implement proactive hot spot policing.	ONGOING	ONGOING	NOPD	
<b>AFTERMATH: Rehabilitation – Strategies that prevent the reoccurrence of violence.</b>				
<b>Goal 3: Repair and restore our youth, families, and communities that have been affected by violence.</b>				


<b>Objective 3.1: Reduce recidivism.</b>				
<b>Strategy</b>	<b>Status (as of Fall 2013)</b>	<b>Expected Start Date</b>	<b>Lead(s)</b>	<b>Partner(s)</b>
Strategy #30: Develop a pipeline to stable economic and educational opportunity for ex-offenders, including juveniles.	IN PLANNING	Q1 2014	Mayor's Office	Office of Workforce Development/JOB1 Orleans Parish Sheriff's Office LA Department of Corrections Youth Study Center Probation and Parole Reentry and Workforce Workgroups of the Mayor's Strategic Command to Reduce Murders
Strategy #31: Support the expansion of restorative approaches in New Orleans public schools.	IN PLANNING	Q4 2013	RSD OPSB Kids Rethink New Orleans Schools Center for Restorative Approaches	NOHD
Strategy #32: Support efforts to reform the juvenile justice system.	ONGOING	ONGOING	Orleans Parish Juvenile Court	Orleans Parish JDAI Collaborative Office of Juvenile Justice Youth Study Center Juvenile Regional Services Juvenile Justice Project of Louisiana Families and Friends of Louisiana's Incarcerated Children Youth Empowerment Project Institute of Public Health and Justice
<b>Objective 3.2: Increase resiliency through trauma-informed responses to violence.</b>				
Strategy #33: Connect schools to resources for responding to violence.	ONGOING	ONGOING	NOHD	RSD OPSB Behavioral health partners

## APPENDIX F: UNITY ROADMAP GAUGE<sup>66</sup>

### The UNITY RoadMap Gauge: How is your city doing?

**THIS UNITY ROADMAP GAUGE** can provide a snapshot of your city's efforts, gauge your city's level of effort and effectiveness, and prioritize areas of focus for a city committed to preventing violence. For each characteristic associated with PARTNERSHIPS, please rate how well your city is doing as follows:

- 1. EXISTING:** Is this in place at all? Use a check [✓] next to the items that are in place in your city.
- 2. EFFORT:** How hard is your city trying? From 0% to 100%, rate how much effort your city is putting into accomplishing each item.
- 3. EFFECTIVENESS:** How well is your city doing? Use a grading scale of A-F, (A=successful, F=failing).
- 4. PRIORITIZATION:** What is most important to focus on? Use high (H), medium (M), and low (L) to rate how important it is for your city to focus on improving that particular issue.



	WHO?	1. Existing? (✓ if yes)	2. Effort? (0-100%)	3. Effective? (A-F)	4. Priority? (H,M,L)
	<b>PARTNERSHIPS</b>				
<b>HIGH-LEVEL LEADERSHIP</b>	A moral commitment . . . . .	_____	_____	_____	_____
	High level engagement and participation . . . . .	_____	_____	_____	_____
	An overarching vision that brings together broad partners and constituencies . . . . .	_____	_____	_____	_____
	Language that leads to prevention strategies. . . . .	_____	_____	_____	_____
	Demands accountability . . . . .	_____	_____	_____	_____
	Long-term commitment/legacy mindset . . . . .	_____	_____	_____	_____
	<b>High-Level Leadership</b> . . . . .	_____	_____	_____	_____
<b>COLLABORATION &amp; STAFFING</b>	Interdisciplinary. . . . .	_____	_____	_____	_____
	Multijurisdictional . . . . .	_____	_____	_____	_____
	Structure for collaboration. . . . .	_____	_____	_____	_____
	Functioning coalition. . . . .	_____	_____	_____	_____
	Public-private partnerships . . . . .	_____	_____	_____	_____
	Clear decision-making processes . . . . .	_____	_____	_____	_____
	A structure for accountability. . . . .	_____	_____	_____	_____
	<b>Collaboration &amp; Staffing</b> . . . . .	_____	_____	_____	_____
<b>COMMUNITY ENGAGEMENT</b>	Community determined priorities and activities . . . . .	_____	_____	_____	_____
	Community members involved in implementation. . . . .	_____	_____	_____	_____
	Community members involved in governance. . . . .	_____	_____	_____	_____
	Transparency in planning, priority setting, and policy development . . . . .	_____	_____	_____	_____
	Youth voice and engagement . . . . .	_____	_____	_____	_____
	Survivor participation . . . . .	_____	_____	_____	_____
	Faith community involvement . . . . .	_____	_____	_____	_____
	Business sector involvement . . . . .	_____	_____	_____	_____
	<b>Community engagement</b> . . . . .	_____	_____	_____	_____

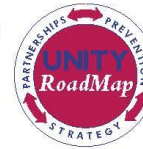


UNITY ROADMAP GAUGE: SECTION 1

[www.preventioninstitute.org/UNITY.html](http://www.preventioninstitute.org/UNITY.html)

<sup>66</sup> Prevention Institute. (2010). *UNITY RoadMap Gauge*. Retrieved from  
<<http://www.preventioninstitute.org/component/jlibrary/article/id-204/127.html>>.

## The UNITY RoadMap Gauge: How is your city doing?

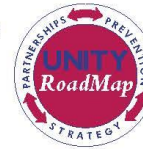


**THIS UNITY ROADMAP GAUGE** can provide a snapshot of your city's efforts, gauge your city's level of effort and effectiveness, and prioritize areas of focus for a city committed to preventing violence. For each characteristic associated with PREVENTION, please rate how well your city is doing as follows:

- 1. EXISTING:** Is this in place at all? Use a check [✓] next to the items that are in place in your city.
- 2. EFFORT:** How hard is your city trying? From 0% to 100%, rate how much effort your city is putting into accomplishing each item.
- 3. EFFECTIVENESS:** How well is your city doing? Use a grading scale of A-F, (A=successful, F=failing).
- 4. PRIORITIZATION:** What is most important to focus on? Use high (H), medium (M), and low (L) to rate how important it is for your city to focus on improving that particular issue.

WHAT?	1. Existing? (✓ if yes)	2. Effort? (0-100%)	3. Effective? (A-F)	4. Priority? (H,M,L)
<b>PREVENTION</b>				
<b>ORG/L PRACTICES</b>				
Reduces risk factors & increases resilience factors . . . . .	_____	_____	_____	_____
Strengthens communities, families, & young people . . . . .	_____	_____	_____	_____
Comprehensive . . . . .	_____	_____	_____	_____
Prioritizes prevention . . . . .	_____	_____	_____	_____
Balances immediate, intermediate & long-term priorities. . . . .	_____	_____	_____	_____
Brought to scale . . . . .	_____	_____	_____	_____
Culturally competent & relevant . . . . .	_____	_____	_____	_____
Developmentally appropriate . . . . .	_____	_____	_____	_____
<b>Programs, Organizational Practices &amp; Policy</b> . . . . .	_____	_____	_____	_____
<b>COMMUNICATION</b>				
Grounded in strategy . . . . .	_____	_____	_____	_____
Delineates the benefits of prevention; builds a constituency . . . . .	_____	_____	_____	_____
Clarifies the problem . . . . .	_____	_____	_____	_____
Conveys values. . . . .	_____	_____	_____	_____
Opens people up to the option of prevention . . . . .	_____	_____	_____	_____
Clarifies solutions . . . . .	_____	_____	_____	_____
Communicates success. . . . .	_____	_____	_____	_____
Tailored for different audiences. . . . .	_____	_____	_____	_____
Reinforces key messages consistently & persistently . . . . .	_____	_____	_____	_____
Is accessible . . . . .	_____	_____	_____	_____
Is useful . . . . .	_____	_____	_____	_____
Utilizes appropriate mechanisms for dissemination . . . . .	_____	_____	_____	_____
Engages media in coverage . . . . .	_____	_____	_____	_____
<b>Communication</b> . . . . .	_____	_____	_____	_____
<b>TRAINING &amp; CAPACITY BUILDING</b>				
Reaches multiple audiences with appropriate information and skill-building . . . . .	_____	_____	_____	_____
Enhances ability to differentiate between prevention & intervention & enforcement/suppression approaches . . . . .	_____	_____	_____	_____
Fosters understanding of risk & resilience factors for preventing violence . . . . .	_____	_____	_____	_____
Establishes capacity to develop effective strategies to prevent violence . . . . .	_____	_____	_____	_____
Enables implementation of effective strategies. . . . .	_____	_____	_____	_____
Fosters leadership in advancing violence prevention efforts & outcomes. . . . .	_____	_____	_____	_____
Strengthens ability to collaborate across sectors, jurisdictions, & disciplines . . . . .	_____	_____	_____	_____
<b>Training &amp; Capacity building</b> . . . . .	_____	_____	_____	_____

## The UNITY RoadMap Gauge: How is your city doing?



**THIS UNITY ROADMAP GAUGE** can provide a snapshot of your city's efforts, gauge your city's level of effort and effectiveness, and prioritize areas of focus for a city committed to preventing violence. For each characteristic associated with STRATEGY, please rate how well your city is doing as follows:

- 1. EXISTING:** Is this in place at all? Use a check [✓] next to the items that are in place in your city.
- 2. EFFORT:** How hard is your city trying? From 0% to 100%, rate how much effort your city is putting into accomplishing each item.
- 3. EFFECTIVENESS:** How well is your city doing? Use a grading scale of A-F, (A=successful, F=failing).
- 4. PRIORITIZATION:** What is most important to focus on? Use high (H), medium (M), and low (L) to rate how important it is for your city to focus on improving that particular issue.

HOW?	1. Existing? (✓ if yes)	2. Effort? (0-100%)	3. Effective? (A-F)	4. Priority? (H,M,L)
<b>STRATEGY</b>				
<b>STRATEGIC PLANS</b>				
Establishes a positive vision . . . . .	_____	_____	_____	_____
Developed through an effective process . . . . .	_____	_____	_____	_____
Delineates specific prevention priorities . . . . .	_____	_____	_____	_____
Delineates structural and systems needs . . . . .	_____	_____	_____	_____
Reflects diverse expertise . . . . .	_____	_____	_____	_____
Clarifies roles for multiple partners . . . . .	_____	_____	_____	_____
Enjoys broad buy-in . . . . .	_____	_____	_____	_____
Includes or is accompanied by a concrete workplan . . . . .	_____	_____	_____	_____
Includes a plan for regular updating . . . . .	_____	_____	_____	_____
<b>Strategic Plan</b> . . . . .	_____	_____	_____	_____
<b>DATA &amp; EVALUATION</b>				
Collaborative data work group established . . . . .	_____	_____	_____	_____
Needs and assets assessed . . . . .	_____	_____	_____	_____
City, neighborhood, and community data mapped . . . . .	_____	_____	_____	_____
Goal set; process and outcome objective set using SMART format . . . . .	_____	_____	_____	_____
Objectives translated into evaluation questions . . . . .	_____	_____	_____	_____
Indicators and unit of analysis determined; existing and needed data identified . . . . .	_____	_____	_____	_____
Comparison group selected . . . . .	_____	_____	_____	_____
Evaluation plan written . . . . .	_____	_____	_____	_____
Data collected and analyzed to measure progress in achieving objectives . . . . .	_____	_____	_____	_____
Results disseminated . . . . .	_____	_____	_____	_____
Evaluation outcomes utilized to inform Strategic Plan revision and implementation . . . . .	_____	_____	_____	_____
<b>Data &amp; Evaluation</b> . . . . .	_____	_____	_____	_____
<b>FUNDING</b>				
Significant investment . . . . .	_____	_____	_____	_____
Alignment of resources . . . . .	_____	_____	_____	_____
Appropriate allocation . . . . .	_____	_____	_____	_____
Flexibility for local priorities . . . . .	_____	_____	_____	_____
Adequate resources to support implementation of all elements of the UNITY RoadMap . . . . .	_____	_____	_____	_____
Sustainable revenue sources . . . . .	_____	_____	_____	_____
Diversified funding sources . . . . .	_____	_____	_____	_____
<b>Funding</b> . . . . .	_____	_____	_____	_____

*This is an epidemic, a public health crisis. Our communities will never improve if our young people aren't molded by strong families, strong churches, and stable communities that emphasize, yes, personal responsibility. Government can never replace a family. But...it can invest in communities so families can thrive and children can have a chance.*

*Mayor Mitch Landrieu*

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Learn more:

**New Orleans Health Department**  
[www.nola.gov/health](http://www.nola.gov/health)

**NOLA FOR LIFE**  
[www.nolaforlife.org](http://www.nolaforlife.org)

**National Forum on Youth Violence Prevention**  
[findyouthinfo.gov](http://findyouthinfo.gov)